

The Effect of Transformational Leadership on Work Performance through Job Satisfaction and Work Engagement as Intervening Variables: Case Study on Kantor Pengawasan dan Pelayanan Bea Cukai Tipe Madya Pabean Tanjung Emas Employees

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Abstract

This study aims to analyze how much influence the transformational leadership variable has on work performance through job satisfaction and work engagement owned by the employees of the Kantor Pengawasan dan Pelayanan Bea Cukai (KPPBC) Tipe Madya Pabean (TMP) Tanjung Emas. The data used in this study are primary data derived from the distribution of research questionnaires. The population in this study were permanent employees at KPPBC TMP Tanjung Emas as many as 242 people. The sample in this study were permanent employees at KPPBC TMP Tanjung Emas who had worked for at least 2 years, obtained as many as 120 respondents. The sampling technique used in this study is non-probability sampling. The sampling method in this research is purposive sampling. This research uses Structural Equation Modeling (SEM) analysis technique with AMOS 24.0 analysis tool. The findings show that transformational leadership has a positive effect on work performance, transformational leadership has an indirect effect on work performance through job satisfaction as a mediation (partial mediation) and transformational leadership has an indirect effect on work performance through work engagement as a mediation (partial mediation). This research shows that the leader must be able to be a good reflection for employees so as to increase job satisfaction. If employees are satisfied with their work, there will be an increase in work performance. In addition, work engagement will improve work performance because employees can work better in completing their tasks.

Keywords

Transformational leadership;
work performance; job
satisfaction; work engagement



I. Introduction

Human resources have a very important role in the implementation of an activity, both in government and private organizations because human resources are able to plan, change, and control other resources in an organization (Manullang, 2004). Every government organization wants to provide the best service to the community through optimal performance. This can be achieved by the presence of human resources or employees in it (Rohmah, 2020). Human resource management must receive adequate attention because the failure of human resources will cause losses that have an impact on the organization's failure to achieve its goals. The biggest organizational activity is developing human resources so that

they can be used effectively and efficiently so as to achieve the expected success (Dewi, 2013).

The concept of human resource development is an attempt to improve technical, theoretical, conceptual, and education and training. The types of development are grouped into informal development and formal development: 1) Informal development, namely employees on their own desires and efforts train and develop themselves by studying literature books that have to do with their work or position. Informal development shows that the employee is eager to advance by improving his work ability. 2) Formal development, where employees are assigned by the company to take part in education and training, both those conducted by the company and those carried out by educational and training institutions (Setiawan, D and Marfistasari, A. 2021).

According to Julianto & Hendriani (2014) one of the successes of an organization will be influenced by the work performance that can be achieved by employees in completing tasks in accordance with the responsibilities given. Work performance is the level of work implementation that shows the work of employees in accordance with standards in an organization (Hasibuan, 2016). Many factors can affect employee performance, one of which is the leadership style in the organization. Optimal employee performance can occur if the leadership in the organization is able to manage human resources reliably (Mosadeghrad, 2003).

The object of this research is an employee at the Kantor Pengawasan dan Pelayanan Bea Cukai (KPPBC) Tipe Madya Pabean (TMP) Tanjung Emas having its address at Jalan Arteri Yos Sudarso, Semarang. Based on the laws and regulations, KPPBC TMP Tanjung Emas is an agency under the Ministry of Finance which is tasked with supervising as well as customs and excise services in its area of authority. In order to realize the Ministry of Finance as the best government institution, it is necessary to establish the values of the Ministry of Finance that must be implemented by the leadership and all employees in carrying out their work, namely integrity, professionalism, synergy, service, and perfection. The leadership style at the Ministry of Finance which highlights the 5 (five) values of the Ministry of Finance is in accordance with transformational leadership. Thus, all levels of leadership within the Ministry of Finance can apply a transformational leadership style that can reflect the values of the Ministry of Finance (Soebagio, 2018).

Leadership in the public sector – such as in the Ministry of Finance – is certainly different from that in the private sector, such as startup companies. Visionary leadership is leadership that is often applied by startup companies because it requires a leader to have foresight and dare to take risks. In addition, leaders are expected to be able to go directly to the field to see the situation being faced by companies and consumers (Usman et al., 2019). Meanwhile, leadership in the public sector applies a transformational leadership style that is believed to have advantages in restoring, maintaining, and building public trust in the government (Silalahi, 2011). Some organizations – including those in the public sector – achieve significant changes in the leadership of a transformational leader, but some problems remain. It is possible that the leader's vision and implementation strategy may conflict with government priorities. The charisma of the leader makes it difficult for followers to give criticism and even other ideas (Dunoon, 2002). Leaders may be able to develop leadership skills in the organization, but actually followers feel that the leader is only a complement (Silalahi, 2011).

The leader is a figure who plays an important role related to the progress of the organization (Wijaya et al., 2020). Yukl (2010) said that an effective leadership style is the leader implements general goals and guidelines for subordinates, and provides policies in making decisions to carry out work and determine the speed of their work. Leaders who

motivate and encourage employees to work, provide opportunities for employees to develop, and assist employees in meeting their needs are leaders needed by employees at work (Angelia & Astiti, 2020). This applied leadership style has the characteristics of a transformational leadership style approach (Angelia & Astiti, 2020). Transformational leadership is stated as the most ideal leadership style to be used in an increasingly dynamic environment and rapidly advancing technology (Rusmawati & Indriati, 2019).

If the leader can understand the level of work engagement and performance of each subordinate, then the leader will understand what the best leadership style is to lead them (Sandell, 2012). According to Shimazu et al. (2008) work engagement is involvement, commitment, and activities to contribute and a sense of belonging to work and the organization. Engaged employees perform better than uninvolved employees because they display positive emotions, such as enthusiasm, joy, and happiness (Bakker & Demerouti, 2008).

In addition, job satisfaction is also an important factor in the organization because it can affect an employees performance behavior. The existence of harmony between the needs of employees with what is provided by the organization can lead to high job satisfaction. On the other hand, if this does not happen, what will happen is dissatisfaction among employees (Spirit, 2020). A high level of job satisfaction can spur positive feelings of employees towards the organization, so that employees are more able to exert themselves in carrying out their duties and responsibilities (Chien-Hung et al., 2017).

The purpose of this study is to analyze how much influence the transformational leadership variable has on the work performance of KPPBC TMP Tanjung Emas employees through job satisfaction and work engagement owned by these employees.

II. Review of Literature

2.1. Work Performance

Babin & Boles (1998) defines work performance as the level of productivity of an employee relative to his co-workers, in terms of various work-related behaviors and outcomes. According to Rivai & Basri (2005) work performance is about work and the achievements of the job, what it does and how to do the work itself. Whereas Mangkunegara (2011) argues that work performance is the quality and quantity in completing work as an indicator of work results based on their responsibilities. Hasibuan (2016) explained further that the existence of a work performance appraisal indicates that if a subordinate gets attention, it is hoped that the subordinate will feel compelled to work more optimally.

2.2. Transformational Leadership

Transformational leadership theory begins with the concept of Burns (1978) & Bass (1985). Bass (1985) argues that transformational leaders stimulate their subordinates to form new perceptions of leadership through new perspectives caused by intellectual stimulation. A leader is able to make perceptions as individuals who can support and pay attention to the people they lead through a balance of individuality, motivation and inspiring charisma. Transformational leadership focuses on bringing about innovative change in institutions through followers who are willing to commit to the organization's vision and long-term goals (Sullivan & Decker, 2009). Transformational leadership style is able to have a significant influence on followers because transformational leaders can pay attention to their followers in self-development, change awareness about problems by looking at problems in new ways, and inspire followers to work hard in achieving organizational goals (Robbins & Judge, 2015).

2.3. Job satisfaction

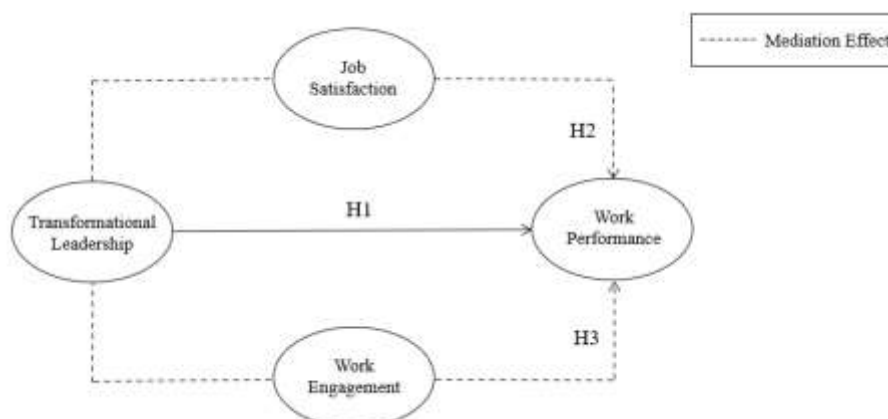
Robbins & Judge (2015) provide an explanation related to job satisfaction, namely positive feelings about work on the characteristics that come from evaluation. According to Luthans (2006) job satisfaction is a form of pleasant emotion that comes from an assessment of work experience and the work itself. Hasibuan (2016) argues that job satisfaction is the enthusiastic behavior of employees in the work they have. Job satisfaction is a feeling that arises in employees towards their work, whether it is a physical or social work environment. Therefore, it is important for employees to have job satisfaction in order to smooth the completion of work and match the work with company goals (Wahab, 2012). Handoko (2004) defines job satisfaction is a condition for employees who are enthusiastic about their work even though sometimes the conditions are not as expected, can even be detrimental.

2.4. Work Engagement

Chairuddin et al. (2015) explained that work engagement is very useful for employees, where work engagement shows the extent to which employees are motivated to contribute to organizational success and achieve organizational goals. Schaufeli et al. (2006) suggests three components of work engagement, namely:

1. Vigor: Employees have great energy and mentality to work well, desire to put in the effort, can accept suggestions and criticism from anyone, and have the intensity that an employee has to work even though the obstacles he must pass are so difficult. The existence of a great spirit will share a positive impact for the sustainability of an industry.
2. Dedication: The process of employees participating in a job in a valuable activity and having enthusiasm, inspiration, and pride in the work they bear as a form of responsibility from superiors to their subordinates so that it can be carried out properly. Everyone is given a sense of enthusiasm and pride in their work.
3. Absorption: Employees can fully contribute to a job, task, and take pride in the work they do today. Therefore, employees can divide their time and separate themselves from themselves and their work where this is a step for employees to always focus on their work.

2.5. Theoretical Framework and Hypotheses Formulation



Source: Buil et al. (2019) and Eliyana et al. (2019)
Figure 1. Theoretical Thinking Framework

2.6 The Influence of Transformational Leadership on Work Performance

Transformational leaders encourage followers to overcome their own interests, set high performance standards, help followers become more creative and innovative, and pay attention to followers' needs so that transformational leaders can improve work performance (Buil et al., 2019). Transformational leadership is able to encourage high work performance from employees so that employee work productivity also increases (Daud & Afifah, 2019). The existence of this transformational leadership style fosters trust, admiration, and respect from followers for the leader, and followers become motivated to perform more than previously expected. Therefore, transformational leadership can improve work performance (Vipraprastha et al., 2018).

Leaders always provide opportunities for subordinates to provide input, so that employees feel cared for and treated professionally. In addition, the leader also provides direction for the progress of employees so that the quality of their work will be satisfactory for the company. This kind of leadership is known as a transformational leadership style that will make changes to employee performance (Priyatmo, 2018). Based on the description above, the following hypothesis is proposed:

H1: Transformational leadership has a direct effect on work performance

2.7 The Effect of Transformational Leadership on Work Performance through Job Satisfaction

The application of transformational leadership is not only an approach to how employees are directed to make the right decisions and innovate at work, but it is necessary to build employee job satisfaction first (Mudawiyah et al., 2019). This can happen because leadership style has a close relationship with employee job satisfaction because one of the factors creating job satisfaction is influenced by how a leader can apply a good and appropriate leadership style so as to provide separate job satisfaction for employees. Without job satisfaction, employees will not work as expected by the organization.

Transformational leadership applied by a leader in an organization can create job satisfaction which in turn encourages employee morale to achieve maximum targets (Priyatmo, 2018). Based on the description above, the following hypothesis is proposed:

H2: Transformational leadership has an indirect effect on work performance through job satisfaction.

2.8 The Influence of Transformational Leadership on Work Performance through Work Engagement

Transformational leaders have the greatest potential to influence employees' feelings of psychological security by providing a supportive environment to fully engage in a task. With employee work involvement, it will certainly improve work performance because employees feel more dedicated to work and in turn work better in completing tasks (Raji et al., 2021). Employees who have high engagement with their work are characterized by great concern for their duties, a feeling of being psychologically bound to the task at hand, and a strong belief in their ability to complete tasks (Laila Khasanah, 2019).

When employees are involved in the organization, they will tend to perform better in their duties (Pongton & Suntrayuth, 2019). Job involvement acts as an important mechanism that can improve performance (Rich et al., 2010). Based on the description above, the following hypothesis is proposed:

H3: Transformational leadership has an indirect effect on work performance through work engagement.

III. Research Method

The population in this study were permanent employees at the Kantor Pengawasan dan Pelayanan Bea Cukai (KPPBC) Tipe Madya Pabean (TMP) Tanjung Emas as many as 242 people. While the sample in this study were permanent employees of the KPPBC TMP Tanjung Emas who had worked for at least two years because during that period there was a change in leadership which was assumed to affect work performance. This study used a sample of 120 respondents.

The technique used to determine the sample in this study is a non-probability sampling technique, where not all members of the population have the opportunity to be selected as samples (Sugiyono, 2016). The sampling method uses purposive sampling, which is a sampling technique based on certain criteria (Sugiyono, 2016).

The data collection method used in this study was to conduct a survey using a questionnaire. The questionnaire used in this study is a closed questionnaire, where a questionnaire with closed questions can make it easier for respondents to provide answers and compensate for the limitations of research costs and time (Manoppo, 2020). The questionnaire in this study uses a Likert scale because it is more reliable and provides a larger volume of data than other scales (Cooper & Schindler, 2006). This questionnaire uses an interval of 1 to 10, where 1 indicates strongly disagree and 10 indicates strongly agree.

Work performance is measured using the Individual Work Performance Questionnaire (IWPQ) scale by Koopmans et al. (2014). Transformational leadership is measured using the Global Transformational Leadership (GTL) scale by Carless et al. (2000). Job satisfaction is measured using the Minnesota Satisfaction Questionnaire (MSQ) scale by Weiss et al. (1967). Work engagement is measured using the Utrecht Work Engagement Scale (UWES) by Schaufeli et al. (2006).

The data quality test used in this study is a test of reliability and validity (Ghozali, 2011). This study applies a pilot test which aims to ensure that the questions in the questionnaire can be understood by the respondents and are used to test how much the research instrument represents the measured variable (Jogiyanto, 2008). The analytical method used in this study is the Structural Equation Model (SEM) which is operated using the AMOS 24.0 program.

IV. Result and Discussion

4.1. Description of Research Sample

The description of the sample in the study is as follows:

Table 2. Variables, dimensions, and research indicators

No.	Demographic Characteristics	Category	Frequency	Percentage
1	Age	20 – 29 years	69	57.5%
		30 – 39 years old	21	17.5%
		40 – 49 years old	22	18.33%
		> 50 years	8	6.67%
2	Gender	Man	89	74.17%
		Woman	31	25.83%
3	Last education	Diploma (I/III)	81	67.5%
		Bachelor degree)	25	20.83%
		Masters (S2)	14	11.67%

4	Years of service	23 years	50	41.67%
		3 – 4 years	29	24.17%
		4-5 years	16	13.33%
		> 5 years	25	20.83%

Source: Processed data (2021)

4.2. Structural Model Equations

The full SEM model analysis is an overall model analysis by including indicators on exogenous and endogenous constructs that have passed the Confirmatory Factor Analysis (CFA) test. The research model used for analysis is as follows.

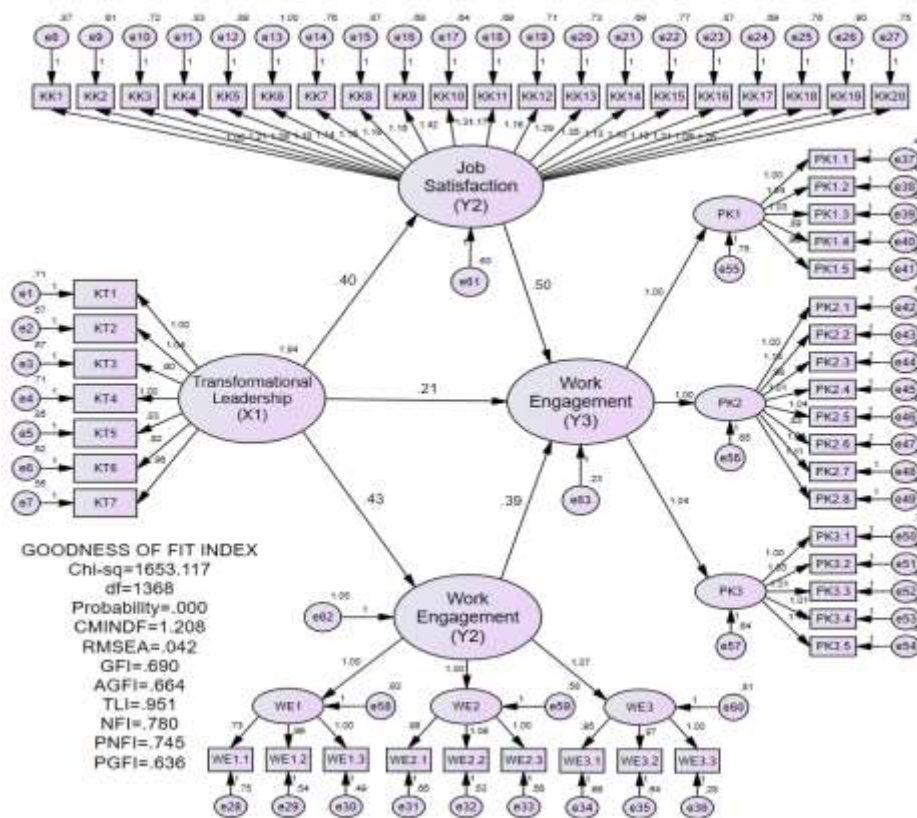


Figure 2. Structural Model Equations

Table 1. Structural Model Equation Test Results

Goodness of Fit Index	Cut off Value	Results	Model Evaluation
Chi – Square	≤ 1455,159	1653,117	Poor Fit
Probability	≥ 0,05	0,000	Poor Fit
CMIN/DF	≤ 2,00	1,208	Good Fit
RMSEA	≤ 0,08	0,042	Good Fit
GFI	≥ 0,90	0,690	Poor Fit
AGFI	≥ 0,90	0,664	Poor Fit
TLI	≥ 0,90	0,951	Good Fit
NFI	≥ 0,90	0,780	Poor Fit
PNFI	0,00-1,00	0,745	Good Fit
PGFI	0,00-1,00	0,636	Good Fit

Source: Processed data (2021)

Based on the results of the full Structural Equation Modeling (SEM) test in Table 2, it can be seen that the chi-square value obtained is 1653.117 and is greater than the chi-square table value of 1455.159. The probability values (0.000), GFI (0.690), AGFI (0.664), and NFI (0.780) are marginally acceptable because they have not met the cut off value of the acceptable criteria. However, the values of CMIN/DF (1.208), RMSEA (0.042), TLI (0.951), PNFI (0.745), and PGFI (0.636) have met the cut off value criteria so that the model is declared to be in accordance with the data used in this study and no need to repair the model.

Testing the SEM assumptions in this study are as follows:

1. Normality test

The normality test of the data can be shown by using the critical ratio skewness value criterion which has a value range of ± 2.58 at a significance level of 0.01. In this study, it can be seen that the multivariate data has been normally distributed because it has a critical ratio (cr) value of 2,431.

2. Outlier Test

In determining outliers, it can be detected from the Mahalonobis Distance value by paying attention to the chi-square value of the degree of freedom or degree of freedom at a significance level of 0.001 (Ghozali, 2014). In this study, there were no multivariate outliers.

3. Multicollinearity Test

If the determinant value of the covariance matrix is 0 then the data has a multicollinearity or singularity problem. In this study, the output using AMOS 24.0 shows the following results: Determinant of Sample Covariance Matrix = 0.000000157189 so it can be concluded that there is no multicollinearity or singularity problem. Thus, the data is feasible to be used in this study.

4. Residual Test

Residual test can be done by looking at the value of the standardized residual covariances with a significance level below 2.58. In this study, the output results shown by all data have met the required value, which is not outside ± 2.58 so that the research model is good.

5. Validity test

The indicator can be said to be valid if it has a standardized loading estimate value of 0.50. This study shows that all indicators have a standardized loading estimate value above 0.50. Therefore, the indicator is declared valid as a variable measuring instrument.

6. Reliability Test

The acceptable value limit for construct reliability is >0.70 . While the variance extracted value is >0.50 (Ferdinand, 2016). In this study, construct reliability and variance extracted values have met the cut-off value requirements where the resulting value is above the significance level. Therefore, each indicator used in this study is reliable.

4.3. Hypothesis test

Hypothesis testing in this study is based on the Critical Ratio (CR) value of the causal relationship as follows:

Table 3. Hypothesis test

		Standardized Estimate	Estimate S.E.	C.R.	P Label
Job Satisfaction	<--- Transformasional Leadership	.572	.397 .069	5.756	*** par_51
Work_Engagement	<--- Transformasional Leadership	.505	.431 .085	5.094	*** par_52
Work Performance	<--- Transformasional Leadership	.267	.209 .068	3.088	.002 par_49

	Standardized Estimate	Estimate	S.E.	C.R.	P Label
Work Performance <--- Work_Engagement	.428	.393	.084	4.691	*** par_50
Work Performance <--- Job Satisfaction	.442	.499	.108	4.617	*** par_53

Source: Processed data (2021)

H1: Transformational leadership has a direct effect on work performance.

Based on Table 3, it can be seen that the CR value >1.96 , which is 3.088 and p value <0.05 , which is 0.02. That is, transformational leadership has a direct effect on the work performance of KPPBC TMP Tanjung Emas employees. Thus, H1 is accepted.

H2: Transformational leadership has an indirect effect on work performance through job satisfaction.

Based on Table 3, it can be seen that the standardized estimate value of the direct effect of transformational leadership on work performance is 0.267 with a CR value of >1.96 of 3.088 and a p value of <0.05 of 0.02. While the transformational leadership standardized estimate value on job satisfaction is 0.572 with a CR value of >1.96 of 5.756 and a p value of <0.05 which is 0.00 and the standardized estimate value of job satisfaction on work performance is 0.442 with a CR value of >1.96 of 4.617 and p value <0.05 , which is 0.00. To determine the mediating effect of job satisfaction, it can be calculated by multiplying the standardized estimate of transformational leadership on job satisfaction and job satisfaction on work performance, so that the result is 0.252.

The test results show that the direct and indirect effects are significant. In addition, it can be seen that the value of the standardized estimate of direct effect $>$ the result of multiplying the value of the standardized estimate of the indirect effect. That is, transformational leadership has an indirect effect on work performance through job satisfaction as a mediation (partial mediation). Thus, H2 is accepted.

H3: Transformational leadership has an indirect effect on work performance through work engagement.

Based on Table 3, it can be seen that the standardized estimate value of the direct effect of transformational leadership on work performance is 0.267 with a CR value of >1.96 of 3.088 and a p value of <0.05 , which is 0.02. Meanwhile, the standardized estimate value of transformational leadership on work engagement is 0.505 with a CR value of >1.96 of 5.094 and a p value of <0.05 which is 0.00 and the standardized estimate value of work engagement on work performance is 0.428 with a CR value of >1.96 of 4.691 and p value <0.05 , which is 0.00. To find out the mediating effect of work engagement, it can be calculated by multiplying the standardized estimate of transformational leadership on work engagement and work engagement on work performance, so that the result is 0.216.

The test results show that the direct and indirect effects are significant. In addition, it can be seen that the value of the standardized estimate of direct effect $>$ the result of multiplying the value of the standardized estimate of the indirect effect. That is, transformational leadership has an indirect effect on work performance through work engagement as a mediation (partial mediation). Thus, H3 is accepted.

4.4. Transformational Leadership Directly Affects Work Performance

The results of hypothesis testing indicate that transformational leadership has a direct effect on work performance. This means that the transformational leadership at the KPPBC TMP Tanjung Emas is going well so that it has a direct effect on increasing employee work performance.

The results of this study are in line with previous research conducted by Buil et al. (2019) states that the transformational leadership variable has a direct effect on work performance. Transformational leaders encourage followers to overcome their own interests, set high performance standards, help followers become more creative and innovative, and pay attention to followers' needs so that transformational leaders can improve work performance. Likewise, research conducted by Noor Azizah et al. (2020) which states that transformational leadership has a direct effect on work performance.

4.5. Transformational Leadership Indirectly Affects Work Performance through Job Satisfaction

The results of hypothesis testing indicate that transformational leadership has an indirect effect on work performance through job satisfaction as a mediation (partial). That is, job satisfaction is a partial mediation between transformational leadership and work performance. Transformational leadership can improve work performance through job satisfaction.

The results of this study are in line with previous research conducted by Eliyana et al. (2019) stated that job satisfaction mediates the effect of transformational leadership on work performance. The application of transformational leadership is not only an approach to how employees are directed to make the right decisions and innovate at work, but it is necessary to build employee job satisfaction first. Companies that have employees with high job satisfaction tend to be more productive and effective in achieving their goals. Likewise, research conducted by Angriani et al. (2020) states that transformational leadership has an indirect effect on work performance through job satisfaction.

4.6. Transformational Leadership Indirectly Affects Work Performance through Work Engagement

The results of hypothesis testing indicate that transformational leadership has an indirect effect on work performance through work engagement as a mediation (partial). That is, work engagement is a partial mediation between transformational leadership and work performance. Transformational leadership can improve work performance through work engagement.

The results of this study are in line with previous research conducted by Buil et al. (2019) stated that work engagement mediates the effect of transformational leadership on work performance. Transformational leaders have the greatest potential to influence employees' feelings of psychological security by providing a supportive environment to fully engage in a task. The existence of employee work engagement will have an impact on increasing work performance because employees feel more dedicated to work so that they work better in completing their tasks. Likewise, research conducted by Giovanni (2018) states that transformational leadership has an indirect effect on performance through work engagement.

V. Conclusion

Based on the results of data analysis that has been carried out in the previous chapter, the following conclusions can be drawn:

1. Transformational leadership has a direct effect on work performance.
2. Job satisfaction partially mediates the effect of transformational leadership on work performance.
3. Work engagement partially mediate the effect of transformational leadership on work performance.

5.1. Research Limitations

The limitations in this study are as follows.

1. There is a limited sample because it only examines one area coverage, namely the city of Semarang.
2. In the process of data collection, the information provided by respondents through questionnaires sometimes does not indicate the respondent's true opinion. This happens because sometimes there are differences in thoughts, assumptions and different understandings of each respondent, as well as other factors such as the honesty factor in filling out respondents' opinions in the questionnaire.

5.2. Suggestions for Future Research

Based on the limitations of this study, it is expected that future research:

1. Researchers can directly come and assist respondents in filling out the questionnaires so as to make it easier for respondents to fill out the questionnaires.
2. Researchers can expand the population by conducting research not only in the city of Semarang.
3. Researchers can use respondents who involve leaders in the organization, so that respondents are not only based on employee perceptions.
4. Researchers can add other variables that can affect many things in this study.

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