The Effect Of Transformational Leadership Style, Work Motivation, And Work Environment On Employee Performance That In Mediation By Job Satisfaction Variables In Pt. Gynura Consulindo

1) Muhammad Tafrizi Priarso
2) Prastiyo Diatmono
3) Siti Mariam
1) Masters in Management Program, Post Graduate Studies, Trisakti University
2) Masters in Management Program, Post Graduate Studies, Trisakti University
3) Jakarta Institute of Social Sciences and Management STIAMI
E-mail: muhammadtafrizi@gmail.com

ABSTRACT

The objective of this research was to determine the factors that influence job satisfaction and its consequences toward employee performance at PT. Gynura Consulindo. Independent variables in this research are transformational leadership style, work motivation and work environment. The intervening variable in this research is job satisfaction and the dependent variable is employee performance. The methodology of this research was descriptive causality designed by testing hypotheses. Data collection uses primary data by distributing questionnaires to employees of PT. Gynura Consulindo. The sample used in this study was 114 respondents from a population of 160 people based on Slovin’s calculations. The results of the study showed that the factors of job satisfaction on employee of PT. Gynura Consulindo are transformational leadership style, work motivation, and work environmental. Furthermore, job satisfaction has significant impact towards employee performance. It means that, job satisfaction has very dominant role as mediator in employee performance achievement.

Keyword: Transformational leadership style; work motivation; work environmental; job satisfaction; and employee performance.
INTRODUCTION

Regarding employee performance is an important asset of a company (Mariam, 2016; Mariam & Ramli, 2017). Especially for companies that focus their business units in the service sector (Ramli & Sjahruddin, 2015, Ramli, 2016a). Dependence of companies engaged in this service is very high for employees who work for the company (Ramli, 2017a; Puteri & Ramli, 2017, Ramli, 2012b, Ramli, 2016b). Thus, good employee performance is needed for the company (Ramli, 2010; Ramli, 2012a). One of the companies engaged in service providers is PT. Gynura Consulindo. The company is engaged in Landscape Maintenance, Design and Build which focuses their core business on garden maintenance.

Since it was founded in 2009, PT. Gynura Consulindo has cooperated several times with the private sector and the government in terms of garden maintenance. Several factors that can affect employee performance based on previous research include; (1) Chandra & Priyono (2016) in their research concluded that Leadership Style, Work Environment and Job Satisfaction has a significant effect on Employee Performance; (2) Johnson & Nandy (2015) states that Leadership Skills, Job Satisfaction and Motivation have a positive influence on Employee Performance, Future Financial Performance and Customer Outcomes; (3) Research conducted by Pawirosumarto, Bachelor & Gunawan (2016) states that Leadership Style provides a positive and important influence on Employee Performance. Leadership Style, Organizational Culture and Work Environment have a positive and important influence on Job Satisfaction. Thus, Organizational Culture, Work Environment and Job Satisfaction have a positive effect on Employee Performance; (4) In Prabowo's research, Noermijati & Irawanto (2018) concluded that the Transformational Leadership Style did not have a significant influence on Employee Performance. Motivation provides a significant influence on Employee Performance and Job Satisfaction. Job Satisfaction provides a significant influence in the mediation between Transformational Leadership Style and Employee Performance (Ramli, 2017b; Ramli & Yudhistira, 2018).

This explains that the Transformational Leadership Style can have an effect on Employee Performance if supported by Job Satisfaction of Employees (Ramli & Maniagasi, 2018). Job Satisfaction provides a significant influence in the mediation between Work Motivation and Employee Performance. This explains that Work Motivation can have an
effect on Employee Performance if supported by Job Satisfaction of Employees (Ramli, 2018).

Based on some of the explanations above, the authors are interested in conducting research conducted in different companies and with different business backgrounds in terms of examining the positive influence of the Transformational Leadership Style, Job Satisfaction, Motivation, and Work Environment on Employee Performance in PT employees. Gynura Consulindo in Kudus, Central Java.

**LITERATURE REVIEW**

**Transformational Leadership Style**
According to Prabowo, Noermijati & Irawanto, (2017) Transformational Leadership Style is a type of leadership that is able to integrate creative insights, perseverance, energy, intuition, and sensitivity to employees to get the goals or desires of the organization and have an extraordinary impact on employees. According to Yukl, (2010) mentions four characteristics possessed by a leader who are transformational, including: 1). Idealistic influences are behaviors that produce employee admiration, respect and trust in their leaders.

**Work Motivation**
According to Prabowo, Noermijati & Irawanto, (2017) Work Motivation can be interpreted as a strength possessed by someone who can increase their potential in carrying out an activity. Work Motivation can be sourced from within the individual itself or from outside the individual. There are several factors that can affect Work Motivation, namely initiative, promotion, type of work, opportunities to learn and grow, appropriate bonuses, company policies, relationships with colleagues, job security, personal life, working conditions, and status. Work Motivation also has an influence in increasing Employee Performance followed by Job Satisfaction from felt by employees. Work Motivation according to Mangkunegara & Octorend, (2015) is a condition that encourages employees to work according to their own direction or initiative in accordance with company goals. A good work environment also affects the employee’s mentality to strengthen his motivation. So that it can achieve maximum performance.
**Work Environment**

According to Chandra & Priyono, (2016) Work Environment is everything that is around employees and can influence employees in carrying out their duties and work every day. Besides that, the work environment is one that is around workers or all who want someone who can influence the work itself in implementing the tasks that are charged. Many factors affect Employee Performance in a job in a Work Environment. To implement work effectively and efficiently requires a Work Environment that is able to support the things that are implemented to function properly. In the research of Pawirosumarto, Bachelor, and Gunawan, (2017) the physical form of the Work Environment is space, physical layout, noise, tools, materials, and work colleague relationships. The quality of all aspects is important and must have a positive effect on the quality of work performance, Tyssen, (2005). A Work Environment is a place where employees carry out their activities, where it can bring positive and negative effects for employees to achieve their results.

**Job Satisfaction**

Andreani & Petrik, (2016) argues that when leaders can understand the differences in each employee and can reward employees appropriately in doing their work, they will feel satisfied because they are valued individually. Every employee has a different level of satisfaction. Job Satisfaction refers to multidimensional psychological responses to the work of every individual. Job Satisfaction also refers to positive feelings that employees can get because their work has important value and is very meaningful to them. So it can be said that job satisfaction is the result of individual interaction with the work environment.

**Employee Performance**

In Andreani & Petrik's research, (2016), explains that Employee Performance is an outcome that an employee wants to achieve in carrying out the work given to him based on the skills and experience he has. In addition, Employee Performance is the result of qualitative and quantitative work carried out by an employee in completing his work in accordance with the responsibilities given to him. This refers to how employees try to do and complete the work that is given well.
Hypothesis Development

Naeem & Khanzada (2018) in their research explained that leadership style has an important role and impact on employee job satisfaction. In this research explains that different leadership styles also influence job satisfaction and employee working conditions. Transformational Leadership Style can fundamentally increase job satisfaction, create a sense of responsibility, and inspire intellectually. Generally, leaders with this Transformational Leadership Style are able to inspire their employees to become more independent and responsible, the results of which can increase employee performance and increase job satisfaction. Based on the opinions discussed above, the following hypothesis is made:

H1: There is a significant influence between Transformational Leadership Style on Job Satisfaction.

According to Mangkunegara & Octorend, (2015) Work Motivation can also be concluded as a matter that can provide an atmosphere in one’s work that creates excitement that they have the feeling to work together, work effectively, and integrate with all available resources to achieve job satisfaction. Based on the opinions discussed above, the following hypothesis is made:

H2: There is a significant influence between Work Motivation on Job Satisfaction.

Chandra & Priyono, (2015) Work Environment is everything that is around employees and can influence employees in carrying out their duties and work every day. Work Environment which has a conducive and comfortable atmosphere makes all employees can communicate well between themselves and can work together. Situations like this make employees feel satisfied with what they do. In addition, with a comfortable work environment, employees will feel satisfied with the work they do (Andreani & Petrik, 2016). Based on the opinions discussed above, the following hypothesis is made:

H3: There is a significant influence between Work Environment on Job Satisfaction.

According to research conducted by Naeem & Khanzada (2018) job satisfaction can improve employee performance. When employees feel satisfied with their work, their interest in completing assignments also increases. When employees are satisfied with their work, the possibility of doing things better and decision making in solving a problem
also becomes better and more effective (Rezvani et al.). employees with low job satisfaction will have low performance too. Because, employees who are not satisfied with their work are not enthusiastic about doing their jobs. Based on the opinions discussed above, the following hypothesis is made:  
**H4:** There is a significant influence between Job Satisfaction on Employee Performance.

In Prabowo's research, Noermijati & Irawanto (2017) concluded that Transformational Leadership Style can affect Employee Performance if it is based on Job Satisfaction. Based on the opinions discussed above, the following hypothesis is made:  
**H5:** There is a significant influence between Transformational Leadership Style on Employee Performance is mediated by the Job Satisfaction variable.

Still in research conducted by In Prabowo's research, Noermijati & Irawanto (2017) also explained that Work Motivation has an influence on Employee Performance. Job Satisfaction also has a significant impact on Employee Performance. So, Work Motivation gives a positive effect on Employee Performance if the employee already has Job Satisfaction. Based on the opinions discussed above, the following hypothesis is made:  
**H6:** There is a significant influence between Work Motivation on Employee Performance which is mediated by the Job Satisfaction variable.

In a study conducted by Chandra & Priyono (2015) explained that the Work Environment which has a conducive and comfortable atmosphere makes all employees can communicate well between themselves and can work together. Situations like this make employees feel satisfied with what they do and have a good impact in terms of Employee Performance. Based on the opinions discussed above, the following hypothesis is made:  
**H7:** There is a significant influence between the Work Environment on Employee Performance mediated by the Job Satisfaction variable.

**RESEARCH METHODS**

The method of this research is descriptive causality which was designed with hypothesis testing. Data collection uses primary data by distributing questionnaires to PT. Gynura Consulindo with calculations based on 5 Likert scales. The sample used in this study were
114 respondents from a population of 160 people based on Slovin calculations. The data analysis method used is Structural Equation Modeling (SEM) with the help of Lisrel version 8.8 for student software.

RESULTS AND DISCUSSION

At the Lisrel output, the path is said to be significant if the value on the track is black and is declared not significant if the value on the path is red. Explanation of the results of the theoretical model structure test path path between these variables can be presented in the following table.

**Table 8: Hypothesis Testing Results**

| Hypothesis | Estimation Coefficient (β) | T-value (> 1.66) | Result       |
|------------|-----------------------------|------------------|--------------|
| **Direct Influence**                                     |                               |                 |              |
| H1 Transformational Leadership Style → Job Satisfaction  | 0.559                        | 4.985           | H1 Accepted  |
| H2 Work Motivation → Job Satisfaction                     | 0.485                        | 4.414           | H2 Accepted  |
| H3 Work Environment → Job Satisfaction                    | 0.190                        | 2.838           | H3 Accepted  |
| H4 Job Satisfaction → Employee Performance                | 0.490                        | 4.591           | H4 Accepted  |
| **Indirect influence**                                   |                               |                 |              |
| H5 Transformational Leadership Style → Employee Performance through Job Satisfaction | 0.274                        | 3.569           | H5 Accepted  |
| H6 Work Motivation → Employee Performance through Job Satisfaction | 0.237                        | 3.339           | H6 Accepted  |
| H7 Work Environment → Employee Performance through Job Satisfaction | 0.093                        | 2.476           | H7 Accepted  |

**Hypothesis 1**

**H1:** There is a significant influence between Transformational Leadership Style on Job Satisfaction.
Based on table 8 in the first hypothesis testing, it is known that a t-value of 4.985 > 1.66 is obtained with an estimated coefficient value of 0.559. Then H1 is accepted (supported), meaning that there is an influence between the Transformational Leadership Style variable on Job Satisfaction of PT. Gynura Consulindo with a contribution of 55.9%. This influence is positive, which means the better the transformational leadership style found in a company, the higher the level of job satisfaction felt by employees.

The results of this study support the results of Prabowo’s research, Noermijati & Irawanto (2017) concluded that the Transformational Leadership Style can affect Job Satisfaction.

**Hypothesis 2**

**H2:** There is a significant influence between Work Motivation on Job Satisfaction.

Based on table 8 in the second hypothesis testing, it is known that the t-value of 4.414 > 1.66 is obtained with an estimated coefficient value of 0.485. Then H2 is accepted (supported), meaning that there is an influence between the Work Motivation variable on Job Satisfaction of PT. Gynura Consulindo with a contribution of 48.5%. This influence is positive, which means the better the work motivation of employees, the higher the level of job satisfaction felt by employees.

The results of this study support the results of Prabowo’s research, Noermijati & Irawanto (2017) concluded that Work Motivation can affect Job Satisfaction positively and significantly.

**Hypothesis 3**

**H3:** There is a significant influence between Work Environment on Job Satisfaction.

Based on table 8 in the third hypothesis testing, it is known that the value of t-value 2.838 > 1.66 is obtained with an estimated coefficient value of 0.190. Then H3 is accepted (supported), meaning that there is an influence between the Work Environment variable on the Job Satisfaction of PT. Gynura Consulindo with a contribution of 19.0%. This influence is positive, which means the better the work environment is in a job, the higher the level of job satisfaction felt by employees.

**Hypothesis 4**

**H4:** There is a significant influence between Job Satisfaction on Employee Performance.
Based on table 8 in the fourth hypothesis testing, it is known that the t-value of 4.591 is obtained $> 1.66$ with an estimated coefficient value of 0.490. Then H4 is accepted (supported), meaning that there is an influence between the Job Satisfaction variable on Employee Performance at PT. Gynura Consulindo with a contribution of 49.0%. This influence is positive, which means the higher the level of job satisfaction felt by employees, the better the achievement of work results to be obtained by employees.

Hypothesis 5

H5: There is a significant influence between Transformational Leadership Style on Employee Performance through the Job Satisfaction variable.

Based on table 8 in the fifth hypothesis testing, it is known that a t-value of 3.569 $> 1.66$ is obtained with an estimated coefficient of 0.274. Then H5 is accepted (supported), meaning that there is an influence of the Transformational Leadership Style on Employee Performance through Job Satisfaction on the employees of PT. Gynura Consulindo with a contribution of 27.5%. This indirect effect is positive, which means the higher the level of job satisfaction felt by employees, the transformational leadership style will be increasingly able to improve the performance or work results to be achieved by employees.

Hypothesis 6

H6: There is a significant influence between Work Motivation on Employee Performance through Job Satisfaction variable.

Based on table 8 in the sixth hypothesis testing, it is known that the t-value is 3.339 $> 1.66$ with an estimated coefficient value of 0.237. Then H6 is accepted (supported), meaning that there is an influence of Work Motivation on Employee Performance through Job Satisfaction on the employees of PT. Gynura Consulindo with a contribution of 23.7%. This indirect effect is positive, which means the higher the level of job satisfaction felt by employees, the work motivation of employees will increasingly be able to improve performance or work results to be achieved by employees.

Hypothesis 7

H7: There is a significant influence between Work Environment on Employee Performance through Job Satisfaction variable.
Based on table 8 in the last hypothesis testing, it is known that the t-value of 2.476 > 1.66 is obtained with an estimated coefficient value of 0.093. Then H7 is accepted (supported), meaning that there is an influence of the Work Environment on Employee Performance through Job Satisfaction on PT. Gynura Consulindo with a contribution of 9.0%. This indirect effect is positive, which means the higher the level of job satisfaction felt by employees, accompanied by a comfortable work environment, the better the performance or work results to be achieved by employees.

**CONCLUSION**

Based on the description of the results of hypothesis testing conducted with the Structural Equation Model (SEM) research analysis method with LISREL software version 8.80, conclusions can be generated as follows:

- There is a significant influence between Transformational Leadership Style on Job Satisfaction with a contribution of 55.9%. This influence is positive, which means the better the transformational leadership style found in a company, the higher the level of job satisfaction felt by employees.

- There is a significant influence between Work Motivation on Job satisfaction of employees of PT. Gynura Consulindo with a contribution of 48.5%. This influence is positive, which means the better the work motivation of employees, the higher the level of job satisfaction felt by employees.

- There is a significant influence between the Work Environment variable on Job Satisfaction of PT. Gynura Consulindo with a contribution of 19.0%. This influence is positive, which means the better the work environment is in a job, the higher the level of job satisfaction felt by employees.

- There is a significant influence between the Job Satisfaction variable on Employee Performance at PT. Gynura Consulindo with a contribution of 49.0%. This influence is positive, which means the higher the level of job satisfaction felt by employees, the better the achievement of work results to be obtained by employees.

- There is a significant influence between Transformational Leadership Style on Employee Performance through Job Satisfaction on PT. Gynura Consulindo with a contribution of 27.5%. This indirect effect is positive, which means the higher the level of job satisfaction
felt by employees, the transformational leadership style will be increasingly able to improve the performance or work results to be achieved by employees.

There is a significant influence between Work Motivation on Employee Performance through Job Satisfaction on PT. Gynura Consulindo with a contribution of 23.7%. This indirect effect is positive, which means the higher the level of job satisfaction felt by employees, the work motivation of employees will increasingly be able to improve performance or work results to be achieved by employees.

There is a significant influence between the Work Environment variable on Employee Performance through Job Satisfaction on PT. Gynura Consulindo with a contribution of 9.0%. This indirect effect is positive, which means the higher the level of job satisfaction felt by employees, accompanied by a comfortable work environment, the better the performance or work results to be achieved by employees.

REFERENCES

Andreani, F., & Petrik, A. (2016). Employee performance as the impact of transformational leadership nd job satisfaction in PT Anugerah Baru Denpasar. Jurnal Manajemen Kewirausahaan, Vol. 18, No. 1, pp. 25-32.

Bavendam, J. (2000). Managing Job Satisfaction. J. Special Report, Vol 6, Bavendam Research Incorporated, Mercer Island.http://www. bavendam.com/.

Chandra, T., & Priyono. (2016). The influence of leadership styles, work environment and job satisfaction of employee performance - studies in the school of SMPN 10 Surabaya. International Education Studies, Vol. 9, No. 1, pp. 131-140.

Johnson, S. M., & Nandy, S. (2015). Leadership skills, job satisfaction, and motivation on the workplace: a phenomenological research study. Journal of Perspective in Organizational Behaviour, Management, & Leadership, Vol. 1, Issue: 1, pp. 10-14.

Mangkunegara, A. P., & Octorend, T. R. (2015). Effect of work discipline, work motivation and job satisfaction on employee organizational commitment in the company (case study in PT. Dada Indonesia). Universal Journal of Management, Vol. 3, No. 8, pp. 318-328.

Mariam, S (2016). Kepentingan Kebijakan Pembuatan Peraturan Daerah Provinsi Daerah Khusus Ibukota (DKI) Jakarta No. 4 Tahun 2007 (Pengendalian, Pemeliharaan dan Peredaran Unggas) dan Implikasinya Terhadap Usaha Pendidistribusian Unggas di DKI Jakarta. REFORMASI ADMINISTRASI Volume 3, No. 1, (Maret 2016). Jurnal Ilmiah Untuk Mewujudkan Masyarakat Madani. 107-125

Mariam, S. & Ramli, AH (2017). Deteminan Kinerja perusahaan distributor unggas di Provinsi Dki Jakarta. Prosiding Seminar Nasional Cendekiawan ke-3 tahun 2017. Lembaga Penelitian Universitas Trisakti, hal. 413-417.

Ma'sud, Fuad (2004), Survei Diagnosis Organisasional (Konsep dan Aplikasi). Badan Penerbit Universitas Diponegoro, Semarang.

Naeem, S., & Khaznada, B. (2018). Role of transformational leadership in employee's
performance with mediating role of job satisfaction in health sector of Pakistan. *Journal of Health Education Research & Development*, Vol. 6, Issue: 1: 245.

Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance on Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, Vol. 59, Issue: 6, pp. 1337-1358.

Prabowo, T. S., Noermijati, & Irawanto, D. I. (2018). The influence of transitional leadership and work motivation on employee performance mediated by job satisfaction. *Journal of Management*, Vol. 16, No. 1, pp. 171-178.

Putri, SS., & Ramli, AH (2017). Determinan Kinerja Karyawan pada PT. Kinden Indonesia di Jakarta. Prosiding Seminar Nasional Cendekiaan ke-3 tahun 2017. Lembaga Penelitian Universitas Trisakti, hal. 239-243.

Ramli, AH. (2010). Analisis Strategi Pemasaran PT. Sandoz Indonesia Cabang Makassar terhadap penjualan Produk di Makassar. Jurnal Ilmiah Aktualita 2, KPN-Bung Kopertis IX Sulawesi, Makassar, 203-216.

Ramli, AH. (2012a). Strategi Pemasaran pada Industri Farmasi. Pustaka Timur, Yogyakarta.

Ramli, AH. (2012b). Dampak Fasilitas Pendukung Fisik di Rumah Sakit Stella Maris Terhadap Citra Rumah Sakit Stella Maris di makassar. Progresif Journal 5 (02), 1-22.

Ramli, AH. (2013). Dampak Sistem Penyampaian Jasa Terhadap Citra Rumah Sakit Swasta Tipe C Di Makassar. Media Riset Bisnis & Manajemen 13 (2), 147-168.

Ramli, AH. & Sjahruddin, H (2015). Building Patient Loyalty in Healthcare Services. *International Review of Management and Business Investigation* Vol. 4 Issue.2 (2015), pp. 391-401.

Ramli, AH. (2016a). Patient Service and Satisfaction System. Business And Entrepreneurial (BER) Vol. 15, No. 2 (2016), pp. 189-200.

Ramli, AH. (2016b). Patient trust on The Hospital Service Delivery System. Business And Entrepreneurial (BER) Vol. 16, No. 1 (2016), pp. 17-30.

Ramli, AH. (2017a). *Patient Satisfaction, Hospital Image and Patient Loyalty in West Sulawesi Province*. Business And Entrepreneurial (BER) Vol. 16, No. 2 (2017), pp. 137-150.

Ramli, AH. (2017b). *Organizational commitment and Employee Performance at Distributor Company*. Business And Entrepreneurial (BER) Vol. 17, No. 1 (2017), pp.17-30.

Ramli, AH. & Maniagasi, ET. (2018). Kinerja Karyawan RSUDDOK II Jayapura. Prosiding Seminar Nasional Cendekiaan ke-4 tahun 2018. Lembaga Penelitian Universitas Trisakti, hal. 805-810.

Ramli, AH. & Yudhistira, R (2018). *Pengaruh Pengembangan Karir terhadap Kinerja Karyawan melalui Komitmen Organisasi pada PT. Infomedia Solusi Humanika di Jakarta*. Prosiding Seminar Nasional Cendekiawan ke-4 tahun 2018. Lembaga Penelitian Universitas Trisakti, hal. 811-816.

Ramli, AH. (2018). Manage Of Job Stress And Measure Employee Performance In Health Services. Business And Entrepreneurial (BER) Vol. 17, No. 2 (2018), pp.145-156.

Tyssen, Theodore G (2005). Buku Petunjuk bagi Mnajer Pemula. ARCAN. Jakarta.