

Transformational Leadership and Organizational Condition as Antecedents of Job Satisfaction and Employee Performance : A Case of Graha Power Kaltim Bontang Company, Indonesia

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Abstract

Antecedents that affect employee performance and job satisfaction need to be known to help organizations more intensely maintain and improve employee performance and job satisfaction in the long run. This study examines how the synergistic relationship between transformational leadership, work environment, and organizational communication as antecedents of job satisfaction and employee performance. This study used a quantitative approach. Data were obtained through structured quantitative questionnaires. Sampel of this study consists of 54 employees of Graha Power Kaltim Bontang Company. Data analysis was performed with SEM-PLS. A direct relationship is observed between job satisfaction and performance. The findings demonstrated a strong and meaningful synergistic connection between transformational leadership, work environment, organizational communication, job satisfaction, and employee performance. The work environment is a key factor in determining employee performance, whereas organizational communication is a crucial factor in determining job satisfaction.

Keywords: Transformational Leadership; Work Environment; Organizational Communication; Job Satisfaction, Employee Performance.

1. INTRODUCTION

Due to heightened demand, unpredictability in the market, and the rapid advancement of information technology, modern firms face worldwide difficulties. For development, survival, and sustainability to occur, performance is essential (Peiró et al., 2020). Based on the notion of human capital, which focuses on the potential value of an organization's combined human resources (Al Kurdi et al., 2020), over the recent years, human resources have continued to be the

most valuable resource in these modern businesses (Jiang & Messersmith, 2017). As affirmed by Kerdpitak and Jermsittiparser (2020), employee performance is a valuable resource and source of competitive advantage. According to Viswesvaran & Ones (2017), employee performance is typically characterized by the quantifiable actions, behaviors, and results that employees undertake or achieve, which are directly related to and supportive of organizational objectives.

This research was conducted at Graha Power Kaltim Bontang Company, which is a company engaged in Steam Power Plant, as an organization, it must have expectations to have maximum organizational performance. Some suggestions show the success or failure of a company hinges on the performance of its employees. (Jabeen & Rahim, 2021). The expectation of Graha Power Kaltim Bontang Company has the average performance of all employees is able to achieve the performance standards set by the company between 90%-100%. However, the results of an interview with the Head of HRD of Graha Power Kaltim Bontang Company regarding employee performance explained that during 2021-2022 based on the results of the overall employee performance assessment there has been no improvement. Thus, the company's hope to obtain maximum employee performance has not been realized. This condition is reinforced by data on the results of employee performance appraisals during 2021-2022 as presented in Figure 1 below:

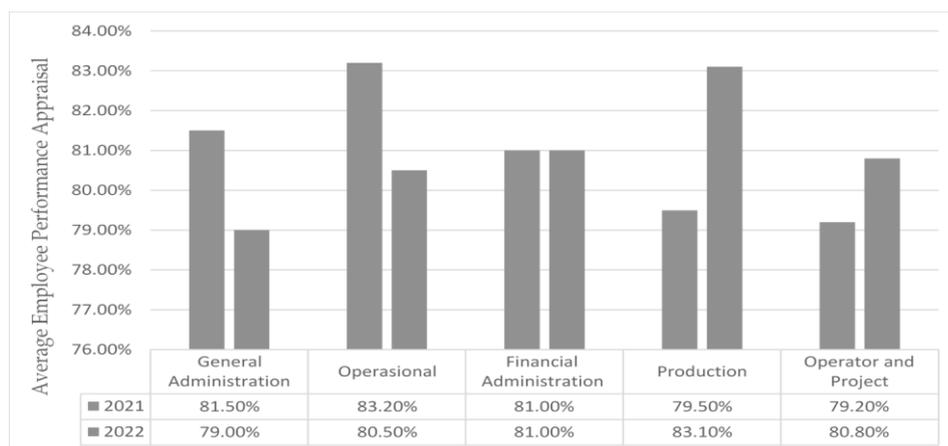


Figure 1: Average Results of Employee Performance Appraisal of Graha Power Kaltim Bontang Companyin 2021-2022

Source: Graha Power Kaltim Bontang Company (2023)

Figure 1 shows that during 2021-2022, on average, performance evaluation assessment of Graha Power Kaltim Bontang Company's employees yielded results within the range of 80.9%, which is below the desired standard set by the company. This condition indicates that there are problems related to employee performance. Therefore, conducting a research study to investigate the factors that influence employee performance inside a firm is crucial. Despite extensive research, there remains a gap about the relationship between job satisfaction and performance. Gazi et al. (2022) stated that several study agree that job satisfaction as a important factor affect employee performance.

Different from previous research (knowledge gap), the present study's focus is to investigate the impact of antecedent factors (transformational leadership, work environment, and organizational communication) on job satisfaction and employee performance, where previous research has not integrated it in a conceptual model. This study constructs an integrated conceptual model that facilitates the investigation of synergistic relationships in one conceptual model.

Job performance is an employee's ability to work, and it establishes whether or not an individual performs well at their job (Wijaya & Suwandana, 2022). Based on leader-member exchange theory, what type of leadership is used matters. The efficacy of work done by people in the business is determined by the leader abilities, dispositions, and behaviors (Leroy et al., 2018). Chun et al. (2016) stated that transformational leadership has been one of the most actively studied topics of leadership with respect to its potential to facilitate high levels of individual, team, and organizational performance. Transformational leadership also exists an active and massively significant correlation with job satisfaction (Abouraia & Othman, 2017).

Transformational leadership is the leadership style applied at PT Graha Power Kaltim Bontang. This information is obtained from preliminary survey data on randomly selected employees, which based on the survey results show that employees tend to perceive that the leadership style applied is transformational leadership. The survey data is presented in Figure 2 below:

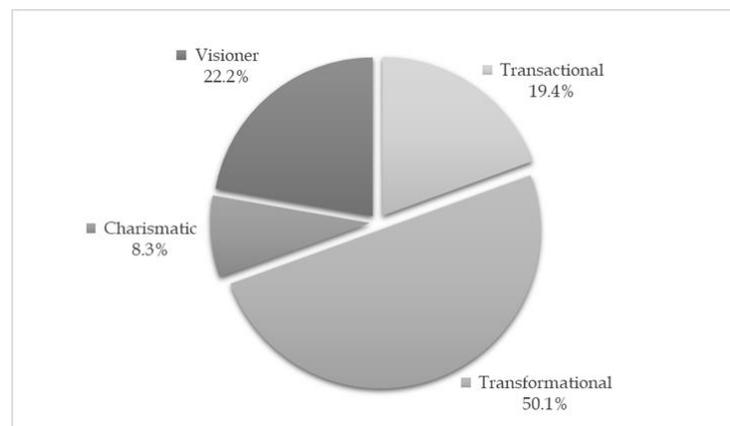


Figure 2: Survey Results of Leadership Styles at Graha Power Kaltim Bontang Company

Source: Graha Power Kaltim Bontang Company (2023)

According to (Diamantidis & Chatzoglou, 2019), job and organizational conditions are important predictors of employee job performance. Study from Badrianto & Ekhsan (2020) shows work environment influence employee performance positively. Furthermore, the work environment or conditions are all aspects of work, including physical factors, work psychology, and work regulations, can have an impact on job satisfaction and work productivity. (Basalamah & As'ad, 2021). On the other side, communication and overall performance in organizations are related, according to earlier research (Desta & Chamiso, 2023). Borca & Baesu (2014) stated that organizational communication has positively affected organizational outputs such as

organizational commitment, performance, organizational citizenship behaviors, and job satisfaction.

This research is important because improving worker productivity converts worker behaviors into useful services, increasing the competitiveness of the firm. Studies on the causes and effects of individual performance are, nevertheless, uncommon (Kim, 2020; Swanson et al., 2020). Ogbonnaya & Messersmith (2018) stated that employee performance is a crucial variable in organizational behavior and HRM studies. This has led researchers to investigate the factors that influence employee performance. Job satisfaction is an important factor to maintain the stability of employee performance is also one of the organizational outcomes so it is critical to consider the factors that affect it. In addition, research on antecedents that affect both organizational outcomes is important as an empirical contribution to the science of organizational behavior and human resources in the future.

2. LITERATURE REVIEW-CONCEPTUAL FRAMEWORK

2.1 Human Capital and Leader Member-Exchange Theories

According to the concept of human capital, all social phenomena originate from an individual's behavior, and individuals accumulate human capital by acting in their own self-interest (Mubarik et al., 2020). Leader member-exchange encompassing transformational leadership concepts involves motivating and inspiring workers by effectively expressing the organization's vision. Managers must motivate employees to embrace the team's objectives while illustrating how these objectives are in line with the organization's vision (Lartey, 2022). Leader member-exchange is an interpersonal work interaction between leaders and employees promotes a strong and beneficial connection that results in the attainment of advantages and assets. A transformational leader establishes an environment that encourages people to have control over their own work and to demonstrate their skills, so promoting a feeling of shared identity and resemblance with the leader. This promotes a favorable view of the leader's attentiveness to the growth and progress of their subordinates (Serenko et al., 2024).

2.2 Transformational Leadership

Park and Kim (2018) explained that the extent to which managers guide, empower, educate, inspire, and lead by example while serving as role models and assigning authority is known as transformational leadership. Therefore, the leader inspires followers to surpass expectations and fulfill organizational goals. Leadership is the process of persuading others towards a particular path. Employees that work with transformational leaders are given the freedom to own the vision for the future and work toward realizing it (Agha et al., 2019).

Transformational leadership is a crucial theory in organizational behavior, focusing on inspiring followers to exceed expectations. Unlike transactional leaders, transformational leaders increase employees' awareness of achieving organizational objectives by aligning their needs with the needs of the organization and its stakeholders. This approach has been proven to be effective in driving employees towards the accomplishment of organizational goals (Nurtjahjani et al., 2022). The aspects of transformative leadership include idealized influence, intelligence stimulation, individualized consideration, and inspiring motivation. Idealized influence involves behaviors that generate trust, respect, and follow, while inspirational motivations entail having a distinct vision and motivating subordinates to strive towards a shared objective.. Intelligence stimulation encourages innovation and problem-solving, while individualized consideration emphasizes the individual needs, capabilities, and goals of each subordinate, demonstrating patience and

thoroughness in actively listening, instructing, and directing them based on varying circumstances (Mgaiwa, 2023).

2.3 Work Environment

The work environment refers to all the tools, surroundings, work methods, and the impact of work on individuals and groups in a workplace (Akob et al., 2020). Another opinion explains that the work environment encompasses factors such as the duration of time spent at work, the degree of safety and security in the workplace, the quality of relationships with colleagues, the fulfillment of remuneration requirements, and the effectiveness of upper-level management (Wahyu et al., 2024).

When an employee is in a favorable working environment and condition, they experience a sense of security and optimal physical well-being while doing their job duties. This provides employees with a sense of comfort and serves as a source of inspiration. An optimal working environment and conditions provide employees with the motivation and comfort necessary to enhance their productivity. Efficient tools and equipment, effective work techniques, proper ventilation, optimal lighting conditions, and a comfortable air-conditioned setting serve as strong incentives for employees to be motivated and perform at their highest level. Optimal working circumstances and atmosphere foster a salubrious work setting, mitigating the propensity of employees to acquire various ailments (Olanipekun, 2021).

The workplace is a location where workers carry out their duties, and it may produce both favorable and unfavorable consequences for employees as they strive to meet their objectives. An advantageous work environment will enhance employment longevity, whilst a disadvantageous work environment will diminish employment longevity (Pawirosumarto et al., 2017). Furthermore, Permadi et al. (2019) explained that there exist multiple dimensions of the work environment, including illumination, temperature, sound level, hue selection, work capacity, and interpersonal relationships

2.4 Organizational Communication

Within organizations, individuals collaborate in pursuit of shared goals and objectives. Effective communication is essential for the functioning of any company. The term used to describe this type of communication is organizational communication (Zaema & Mohiuddin, 2018). Furthermore, organizational communication refers to a series of activities aimed at ensuring the long-term viability of the company. Departments within the business engage in simultaneous interactions with each other, as well as with personnel and their environment. Organizational communication is crucial for the well-being of employees, since it influences the way communication is perceived and directed inside the business (Adigüzel et al., 2020). In addition, employees understand their responsibilities, relationships, views, values, actions, and embeddedness in the organization through their socially shared experience through organizational communication (Zawawi et al., 2023).

One of the administration's arduous difficulties is to draw personnel to recognize and willingly pursue corporate goals. Effective communication is crucial in addressing this difficulty. Organizational communication receives significant focus in practical settings across all job roles and managerial activities that incorporate communication in any form. Effective planning and control need extensive communication, much as the organization's structure, growth, decision-making, problem-solving, leadership, and personnel must. Effective communication is essential for the development and establishment of corporate culture (Chew et al., 2023).

Organizational communication can be divided into three primary categories: horizontal communication, which is information shared between peers in the same work unit; upward

communication, which is information flowed from subordinates to superiors; and downward communication, which is information transferred from higher-ranking positions to lower-level ones (Irawati et al., 2021).

2.5 Job Satisfaction

The fulfillment that workers receive from their jobs—which includes recognition, pay, advancement, and other objectives—is known as job satisfaction. It is impacted by their views, convictions, and emotions toward their jobs (Nyathi & Kekwaletswe, 2024), thus, the primary factor influencing work satisfaction is how well individuals feel about their jobs (Navajas-Romero et al., 2020). It is stated that the more aspects of the job align with the individual's values and preferences, the greater the level of satisfaction achieved. On the other hand, the less the elements of the work align with the individual's desires and values, the lower the level of satisfaction they will feel (Haerani et al., 2020).

Job satisfaction can measure using various methods, including the Minnesota satisfaction questionnaire (MSQ) and the job descriptive index (JDI). MSQ assesses intrinsic, extrinsic, and general employee satisfaction, but its complex scales may cause impatience. JDI, developed by Smith, Kendall, and Hulin, includes six job facets, including pay, promotion, coworkers, supervision, and work itself (Kong et al., 2018).

2.6 Employee Performance

According to Al-Busaidi (2021), an organization's capacity for growth and success is directly impacted by the productivity and efficacy of its workforce. Performance refers to the outcomes of work aligned with organizational objectives, focusing on quality, efficiency, and effectiveness. Job performance involves employees' efforts to achieve organizational goals, with criteria including efficiency and effectiveness. Performance is the result of individual efforts after effort (Yani et al., 2017).

Among the actions linked to this type of work performance are organizational members fulfilling their duties as outlined in their job descriptions and carrying out their assigned tasks correctly. The ability to perform the job duties and meet deadlines; knowledge of and adherence to job requirements (technical, theoretical, and professional skills); persistence and dependability (seriousness, and the ability to accept responsibility and finish work on time); work quality (accuracy and technical mastery); and quantity of work completed (what an employee can complete under normal circumstances and the speed at which they complete this work (Abdelwahed et al., 2023).

2.7 Conceptual Framework

Research has demonstrated the enhancement of job satisfaction through transformative leadership (Galal et al., 2023). In difficult situations, a transformational leadership style has a favorable effect on both organizational achievement and worker performance. This is also because it is the best kind of leadership for overseeing and directing resources under demanding situations (Buil et al., 2019). Multiple empirical investigations, including those conducted by Han et al. (2020) and Marshoudi et al. (2023) have provided evidence that transformative leadership exerts a direct and favorable impact on the performance of followers.. Consequently, companies with excellent transformational leadership see high levels of productivity and workforce performance (Galeazzo & Furlan, 2019).

Kafui Agbozo (2017) stated that a work environment that is both attractive and supportive is essential to achieve job satisfaction. The work environment has various properties that can affect

both physical and mental health. An optimal work environment is crucial to ensuring that employees remain focused on their respective tasks and operate efficiently. That means job satisfaction depends on the working environment. By providing the most facilities with the working environment it is possible to make the goal of an organization accomplished (Taheri et al., 2020). Several studies show work environment affects job satisfaction positively (Chaudhry et al., 2017; Olanipekun, 2021) and gives a positive effect on employee performance (Badrianto & Ekhsan, 2020; Wahyu et al., 2024).

Organizational communication plays a crucial role in facilitating the exchange of information, policies, and resources inside a company. Its effects on employee job satisfaction and dedication to the business are highly significant in the workplace (Nzitunga, 2016). Impact of organizational communication on job satisfaction is positive (Mehra & Nickerson, 2019). Organizational communication also has a positive relationship with employees' performance (Zaema & Mohiuddin, 2018).

According to Abdeen & Khalil (2023) performance of employees is positively impacted by job satisfaction, when employees experienced a higher level of job satisfaction, their work attitudes improved and are able to complete more tasks, thus improving organizational performance (Pang & Lu, 2018). Therefore, employee performance can be boosted by job satisfaction (Bell & Sheridan, 2020). Performance of satisfied employees is more effective as compared to dissatisfied employees and so do not compromise on work quality (Inayat & Jahanzeb Khan, 2021).

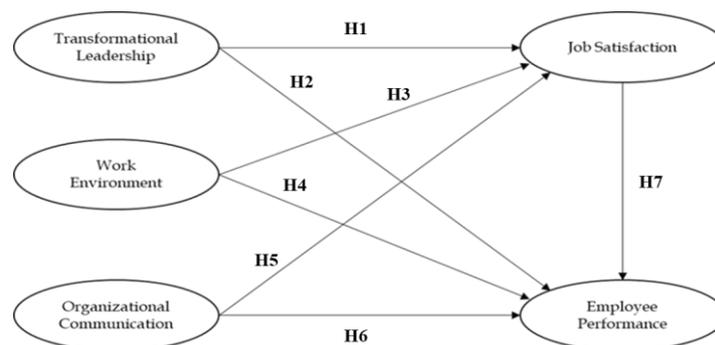


Figure 3: Conceptual Framework

The subsequent research hypotheses were established:

- H1: Transformational leadership positively affects job satisfaction
- H2: Transformational leadership positively affects employee performance
- H3: Work environment positively affects job satisfaction
- H4: Work environment positively affects employee performance
- H5: Organizational communication positively affects job satisfaction
- H6: Organizational communication positively affects employee performance
- H7: Job satisfaction positively affects employee performance

3. METHODOLOGY

This study used a quantitative approach with a cross-sectional structured quantitative survey outlined in a questionnaire used in data collection. The subject population of this study comprises 117 employees of Graha Power Kaltim Bontang Company. The respondents in this study consist of 54 employees. Sample size determined by simple random sampling. One way to

conceptualize quantitative research is as an approach to research that makes use of statistical analysis and data (Genoveva & Samukti, 2020), so data analysis in this study was performed with SEM-PLS 3.0.

4. RESULTS

Respondent profiles based on data collected with questionnaires show that most respondents (32.7%) are in the productive age of 29-33 years. Respondents were dominated by men (85.5%). In terms of education 50.9% of respondents graduated from universities. The majority of respondents (81.8%) have been working for 3-4 years.

Table 1. Convergent Validity

Variable	Indicator	Loading Factor Value
Transformational Leadership	GK1	0.678
	GK2	0.755
	GK3	0.756
	GK4	0.682
	GK5	0.778
Work Environment	LK1	0.797
	LK2	0.771
	LK3	0.698
	LK4	0.765
	LK5	0.791
	LK6	0.784
	LK7	0.737
	LK8	0.830
Organizational Communication	KO1	0.854
	KO2	0.750
	KO3	0.810
	KO4	0.771
	KO5	0.871
	KO6	0.813
	KO7	0.848
Job Satisfaction	KP1	0.818
	KP2	0.749
	KP3	0.787
	KP4	0.619
	KP5	0.863
	KP6	0.754
Employee Performance	KN1	0.850
	KN2	0.830
	KN3	0.855
	KN4	0.901
	KN5	0.866
	KN6	0.838
	KN7	0.887
	KN8	0.888

Sources: SmartPLS v.3.0

To test the consistency of the research instrument, it was completed by assessing the outcomes of the outer model SEM-PLS. The research instrument's validity is fulfilled if it meets the convergent validity requirements where the acceptable loading factor values range from 0.6 to 0.7 (Hair Jr et al., 2021). Based on the data in Table 1, all loading factor values greater than > 0.6 . Indicating that the overall loading factor values meet the requirements for convergent validity, so it is valid and accepted.

The Composite Reliability, Cronbach's Alpha, and Average Variance Extracted values were used in the reliability test of research instrument. Composite reliability requires values greater than 0.7, while Cronbach's alpha should exceed 0.6. and Average variance extracted with values above 0.50 . Table 2 provides that all values meet the requirement, so a research instrument has been consistent in measuring its construct because each variable meets the established criteria.

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach's Alpha	Average Variance Extracted
Transformational Leadership	0.851	0.781	0.534
Work Environment	0.922	0.903	0.596
Organizational Communication	0.933	0.916	0.667
Job Satisfaction	0.896	0.859	0.591
Employee Performance	0.958	0.950	0.742

Sources: SmartPLS v.3.0

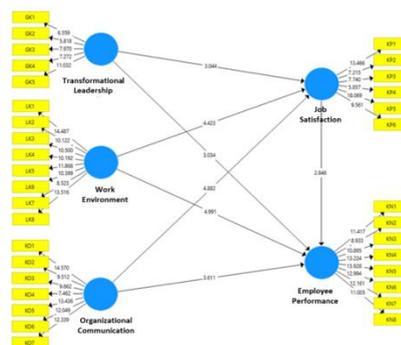


Figure 4 : Inner Model SEM-PLS

Sources: SmartPLS v.3.0

The inner model is to find the score of the path coefficient of the relationship between the constructs. The bootstrapping test was conducted to assess the significance and characteristic of each path in the structural model, also this test was used for hypothesis testing. The test's criteria for a significant if $p\text{-value} \leq 0.05$ (Hair Jr et al., 2021). Table 3 shows the results of hypothesis in this study:

Table 3. Hypothesis Testing Results

Path	Path Coefficient	T-Statistic	p-value	Criteria
Transformational Leadership -> Job Satisfaction	0.387	3.044	0.002	Sig. +
Transformational Leadership -> Employee Performance	0.291	3.034	0.003	Sig. +
Work Environment -> Job Satisfaction	0.457	4.423	0.000	Sig. +
Work Environment -> Employee Performance	0.581	4.991	0.000	Sig. +
Organizational Communication -> Job Satisfaction	0.458	4.882	0.000	Sig. +
Organizational Communication -> Employee Performance	0.377	3.611	0.000	Sig. +
Job Satisfaction -> Employee Performance	0.366	2.846	0.005	Sig. +

Sources: SmartPLS v.3.0

Table 3 provides the p-value of each path coefficient between constructs has a value below 0.05. Thus, H1, H2, H3, H4, H5, H6, and H7 are acceptable. The influence between constructs is significantly positive.

5. DISCUSSION AND CONCLUSION

5.1 Discussion

This study, which makes reference to the human capital theory, offers empirical support for the idea that an employee's conduct, including their capacity for labor, determines whether or not they are effective at their job (Wijaya & Suwandana, 2022). The results of this study also provide empirical evidence against leader-member exchange theory, which is in accordance with (Leroy et al., 2018) that what type of leadership is used matters, therefore the efficacy of work done by people in the business is determined by the leader abilities, dispositions, and behaviors. Transformational leadership has a strong relationship with the desired outcomes for employees; this finding is in line with Hoch et al. (2018). Buil et al. (2019) stated that it is the best kind of leadership for overseeing and directing resources in demanding situations. In addition, the result also in line with (Diamantidis & Chatzoglou, 2019), job and organizational conditions are important predictors of employee job performance. The impact of antecedents on employee performance in this study is substantial and favorable, these findings may lend insight into the causative elements that impact employee performance (Kim, 2020; Swanson et al., 2020). This study also supports that job satisfaction as an important factor affects employee performance (Gazi et al., 2022).

5.2 Conclusion

Improving employee performance is a challenge for every organization. Therefore, factors that cause or have an impact on employee performance need to be studied first. Job satisfaction is a major factor proven to affect employee performance. This research has provided empirical

evidence of the influence of transformational leadership, work environment, organizational communication as antecedents of job satisfaction and employee performance. Job satisfaction, as demonstrated in this study, has a considerable and favorable impact on employee performance. Research findings indicate that employee performance is determined by the work environment, and job satisfaction is most strongly predicted by organizational communication. Suggestions for future research can add moderator or intervening variables such as organizational commitment, psychological contract, or make one of the variables in this study as a moderator such as the work environment, so that a new research model is obtained. Comparison can also be done next research by comparing between manufacturing companies and service companies.

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