

The Influence of Transformational Leadership Style, Work Motivation and Work Environment on Employee Performance through Job Satisfaction at PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember

Adriane Hapsari¹, Purnamie Titisari², Arnis Budi Susanto³, Handriyono⁴

*Master of Management, Economic and Business Faculty, Universitas Jember
Kalimantan 37, Jember 68121*

Abstract : *The competition in the global world is getting complex, so that the existing resources utilization such as human resources need to be considered by the company because that are very important. If resources utilization is managed well, human resources as part of the company function will give such contribution that can increase effectivity and efficiency, so that the company goals can be achieved. This study aims to determine and analyze the effect of transformational leadership style, work motivation and work environment on employee performance through job satisfaction at PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember. Data collection technique used in this study is observation and questionnaire. The population in this study is 193 employees of PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember. The sample used in this study is 50 respondents using the non-probability sampling technique. Data analysis technique used in this study is Partial Least Square (PLS) by using SmartPLS software. The research results show that transformational leadership style has positive and significant effect on employee performance, transformational leadership style has positive and significant effect on job satisfaction, work motivation has positive and significant effect on employee performance, work environment has positive and significant effect on employee performance, work environment has positive and significant effect on job satisfaction, job satisfaction has positive and significant effect on employee performance, transformational leadership style has positive and significant effect on employee performance through job satisfaction, work motivation has positive and significant effect on employee performance through job satisfaction, work environment has positive and significant effect on employee performance through job satisfaction.*

Keywords: *Transformational Leadership Style, Work Motivation, Work Environment, Employee Performance, Job Satisfaction*

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I. Introduction

The effects of globalization in industrial sector currently have caused competition between companies is getting competitive. Based on that fact, the company is required to grow in order to face the competition. The competition has caused businessmen to increase their performance and have high productivity. The human resource is the most important asset in a company. Each company in running their business needs a strategy that is able to put the company in best position, able to compete and continue to grow by optimizing all potential resources. Leader and employee have the important role to run the company. The leadership style used is a reflection of employee ability, if a leader is able to implement his/her tasks, it is very possible for the company to reach its goals.

Employee performance will be good if the leaders can motivate and have acceptable leadership style and support the creation of a good working atmosphere. The motivation understanding from within and the environment can increase performance, both directly and indirectly. The good leadership and work environment will affected the job satisfaction for the employee.

The empirical phenomenon in this study is the leaders of PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember implement transformational leadership style which means the leaders are able to transform their employees to be more active in achieving targets. In 2020, PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember has increased the delivery of goods. This does not make the employees of PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember experience decrease in performance. The leadership style implemented by leaders of PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember is deemed appropriate to the condition oand

character of the employees, one of which is attitude of the leaders shown to a caring attitude, always motivate and teach each other to care so that the employees feel comfortable in this company.

II. Literatur Review

According to Mukzam and Ruhana (2015), leadership style is a character or type of behavior which described by a leader in leading his/her subordinates to achieve certain goals and is a factor that cannot be separated from a leader. The transformational leadership style is a leadership type that inspires its followers to put aside their personal interests and put the group interests and has extraordinary ability to influence (Kharis, 2015).

Motivation comes from the Latin, namely from the word “*movere*” that means push or to move. In terms, motivation is the driving force of work enthusiasm from someone to work effectively and integrated to achieve a satisfaction (Hasibuan, 2014). Motivation comes from within or outside the individual that makes the individual moved to achieve a goal. Therefore, the work motivation of employee needs to be raised so that the employee responsible with their job. An employee who has high work motivation usually has high performance.

Work environment is a condition and atmosphere where the employees implement their tasks and job maximally. According to Soetjipto (2008:87), work environment is elements that can affect both directly or indirectly on organization or company which will give good or bad impact on performance and job satisfaction of the employee. Work environment defined by Sutrisno (2010) as facilities and infrascrures around the employee that is able to affect job implementation, starting from the workplace itself, facilities, work tools, cleanliness, lighting, calmness and work relationship with people in that place.

Robbins and Judge (2011) define job satisfaction as positive feeling on a job, which is an impact or result of evaluation from various aspects. Job satisfaction is an individual characteristic affected by the factor of personal needs and surrounding environment that realized with happiness and proud on work done. According to Sutrisno (2012), employee job satisfaction is an important problem that is considered in relation to employee work productivity and dissatisfaction is often associated with high levels of job demands and complaints. Worker with a high dissatisfaction more likely to do things that hinder the company.

Mangkunegara (2015:67) said that the definition of performance (work performance) is a work results in quality and quantity achieved by an employee in implementing his/her tasks according to responsibilities assigned to him/her. Syafrina (2017) defines that employee performance is work results that has quality and quantity in the works so that it can be achieved by each employee in implementing tasks that have become their responsibility to organization. According to Mahsun (2016:25), employee performance is a picture of employee achievement level in the implementation of an activity or program in realizing targets, goals, mission and vision of the organization contained in strategic plans of the organization.

III. Conceptual Model

This study aims to analyze the direct and indirect effect of transformational leadership style, work motivation and work environment on employee performance through job satisfaction on PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember. The conceptual framework in this study shows the relationship between transformational leadership style (X1), work motivation (X2) and work environment (X3) as independent variables which will affect the employee performance (Y) as a dependent variable with job satisfaction (Z) as mediation variable. The conceptual framework of this study shown on Figure 1 as follows:

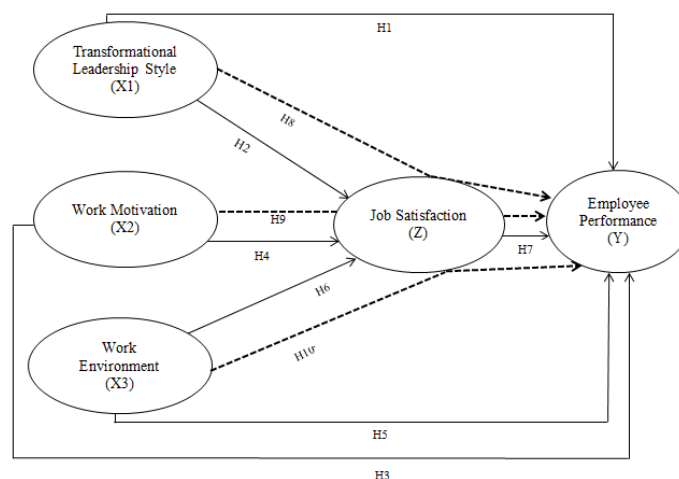


Figure 1. Conceptual Framework

Information:

→ : Significant Effect

.....▶ : Mediation Effect

HYPOTHESIS

The Effect of Transformational Leadership Style on Employee Performance

Yulk (2009) stated that transformational leadership style defined through impact that resulted on how a leader strengthen the attitude of cooperation and trust, self efficacy collectively and team learning. The transformational leaders make their followers to be more aware on interests and values of a job so that the followers not put their personal interests over organizational interests. To increase employee performance, one of the factors that need to be considered is regarding the implemented leadership style on the company, namely how the implemented leadership style can increase employee performance. The right leadership style will push spirit and passion of the employee to work so it can increase the performance. The research result by I Dewa Gede Ngurah Eka Tvam Vijaya, A.A. Ayu Sriathi (2015) showed that transformational leadership has positive and significant effect on employee performance in Cok Convection Denpasar. The other research result that support this statement is research by Abd. Rasyid Syamsuri, Abd. Halim (2021) who conclude that transformational leadership has positive and significant effect on employee performance in CV. Sinar Intan Perkasa Binjai-North Sumatera. Based on the explanation, it can be formulated hypothesis as follows:

H1: Transformational Leadership Style (X1) has significant effect on Employee Performance (Y) at PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember

The Effect of Transformational Leadership Style on Employee Job Satisfaction

Transformational leadership is a way for leaders to influence subordinates to try to achieve organizational goals. According to Susanto (2016) transformational leaders are leadership that is able to bring about change and motivate visible individuals or for the entire organization to achieve higher performance. Leaders who carry out their leadership duties well can provide motivation and pay attention to the needs of subordinates so that they will create feelings of pleasure in employees towards the leader and are able to create job satisfaction. Robbins and Judge (2011) define job satisfaction as a positive feeling in a job, which is the impact/result of the evaluation of various aspects of the job. The results of research conducted by Supit Isa Y. (2016) transformational leadership has a significant influence on job satisfaction. Thus it can be interpreted that the job satisfaction experienced by employees is related to transformational leadership from superiors. This is also supported by the results of research conducted by Mella Astuti, Seno Andri (2021) which states that there is a positive and significant effect of transformational leadership style on employee job satisfaction. Based on the explanation, it can be formulated hypothesis as follows:

H2: Transformational Leadership Style (X1) has a significant effect on Employee Job Satisfaction (Z) at PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember.

The Effect of Work Motivation on Employee Performance

Mas'ud (2004:39) states that motivation is the driving force that exists within a person to act. Motivation is needed to be able to carry out a task or job well. Prabasari and Netra (2013) stated that motivation has a dominant influence on employee performance. This is because with motivation, existing human resources are able to be encouraged to work well so that good performance can be achieved. The results of research conducted by Bayu Hendro Priyono, Nurul Qomariah, Pawestri Winahyu (2018) state that work motivation has a positive and significant effect on performance. Based on the explanation, it can be formulated hypothesis as follows:

H3: Work Motivation (X2) has a significant effect on Employee Performance (Y) at PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember.

The Effect of Work Motivation on Job Satisfaction

Purwanto (2013) means that motivation is the provision of a driving force that creates one's work enthusiasm so that they are willing to work together, effectively and integrated with all their efforts to achieve satisfaction. Robins (2006) states that satisfaction is an individual's general attitude towards his work. A person with a high level of job satisfaction shows a positive attitude towards his work and vice versa. The results of research conducted by Ni Kadek Eni Juniari, I Gede Riana, Made Subudi (2015) stated that motivation has a positive and significant effect on job satisfaction. Based on the explanation, it can be formulated hypothesis as follows:

H4: Work motivation (X2) has a significant effect on Job Satisfaction (Z) Employees of PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember.

The Effect of Work Environment on Employee Performance

The work environment is defined by Sutrisno (2010) as all work facilities and infrastructure around employees that are able to influence the implementation of work, starting from the workplace itself, facilities, work aids, cleanliness, lighting, tranquility, and working relationships with people in the workplace. The work environment is a measuring tool that will affect employee performance. A good work environment for employees can improve harmonious relationships between superiors, co-workers, and subordinates, and supported by adequate facilities and infrastructure in the workplace will have a positive impact on employees so that employee performance increases. The results of research conducted by Fariz et al (2013) stated that partially the physical work environment (X1) and non-physical work environment (X2) had a significant influence on employee performance (Y). Based on the explanation, it can be formulated hypothesis as follows:
H5: Work Environment (X3) has a significant effect on Employee Performance (Y) at PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember.

The Effect of Work Environment on Job Satisfaction

According to Soetjipto (2008:87) the work environment is all things or elements that can affect directly or indirectly the organization or company that will have a good or bad impact on employee performance and job satisfaction. Increasing job satisfaction can be done by creating a good and comfortable work environment, both physical and non-physical. The work environment, both physical and non-physical, plays an important role in creating and increasing employee job satisfaction. Job satisfaction arises as a result of the existing work situation in the company. Job satisfaction reflects the employee's feelings about being happy or unhappy, comfortable or uncomfortable with the work environment of the company where he works. The results of research conducted by Mukti Wibowo et al (2014) that the physical work environment and non-physical work environment simultaneously have a significant effect on employee job satisfaction. Based on the explanation, it can be formulated hypothesis as follows:

H6: Work Environment (X3) has a significant effect on Employee Job Satisfaction (Z) at PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember.

The Effect of Job Satisfaction on Employee Performance

Factors that can be used to improve performance include job satisfaction. Job satisfaction is basically an individual thing, each individual has a different level of job satisfaction in accordance with his wishes and the value system he adheres to (Deden, 2016:79-80). The results of research conducted by Suhroji Adha, et al (2019) stated that the job satisfaction variable (X) had a positive and significant effect on employee performance (Y). The results of other studies that support this statement are research conducted by Hendro Noor Ivansyah (2019) which states that job satisfaction has a positive and significant effect on employee performance at PT Tunas Subur Utama. Based on the explanation, it can be formulated hypothesis as follows:

H7: Job satisfaction (Z) has a significant effect on Employee Performance (Y) at PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember.

The Effect of Transformational Leadership Style on Employee Performance through Job Satisfaction

Leadership style is one of the factors that can affect employee performance. One effort that can be done to improve employee performance is to provide job satisfaction to employees because by obtaining high satisfaction it is hoped that employees can improve their performance. The results of other studies that support this statement are research conducted by L Ronggo Kusumo (2016) that the transformational leadership style has a significant and significant effect on employee performance. As well as transformational leadership style and significant effect on employee performance through job satisfaction. Based on the explanation, it can be formulated hypothesis as follows:

H8: Transformational Leadership Style (X1) has a significant effect on Employee Performance (Y) through Employee Job Satisfaction (Z) at PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember.

The Effect of Work Motivation on Employee Performance through Job Satisfaction

Motivation is defined as a mover or drive in humans that can cause, direct, and organize behavior (Darmawan, 2013). With the fulfillment of all needs or desires in employees, a feeling of satisfaction will be created, and employees with a high level of satisfaction will automatically experience an increase in performance. Employee satisfaction factors not only have an impact on service quality, but also on improving the quality of human resources within the company so as to create a competitive advantage for the company (Lee et al, 2006). Other research results that support this statement are research conducted by Ni Putu Chandra Dewi, I Gusti Ayu Wimba, Made Dian Putri Agustina (2021) that the work motivation has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, work motivation has a positive and significant effect

on employee performance through job satisfaction as an intervening variable. Based on the explanation, it can be formulated hypothesis as follows:

H9: Work Motivation (X2) has a significant effect on Employee Performance (Y) through Employee Job Satisfaction (Z) at PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember.

The Effect of Work Environment on Employee Performance through Job Satisfaction

The work environment is everything that is around the workers that can affect them in carrying out the tasks they carry out (NitiseMITO, 2000). According to Chandrasekar (2001), when employees physically and emotionally have the desire to work, the resulting performance results will also increase. As'ad (2000: 104) says that job satisfaction is a general attitude which is the result of several special attitudes towards job factors, individual characteristics, and group relationships outside the work itself. Job satisfaction can affect employee performance. The results of other studies that support this statement are research conducted by Ende & Ahmad Asep Firdaus (2021) which states that the work environment affects employee performance, work environment has an effect on job satisfaction, job satisfaction has a significant effect on employee performance, job satisfaction can mediate between the work environment and employee performance. Based on the explanation, it can be formulated hypothesis as follows:

H10: Work Environment (X3) has a significant effect on Employee Performance (Y) through Employee Job Satisfaction (Z) at PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember.

IV. Conclusion

Reformist leaders are needed in an era where competition between companies is getting tougher and more competitive. A reformist leader is able to become a driving force for change (transformation) so that good cooperation between leaders and subordinates will be created. Every company in carrying out business activities requires a strategy that is able to put the company in the best position, able to compete and continue to grow by optimizing all the potential of its resources.

Human resource is an important sector for PT Jalur Nugraha Ekakurir Cabang Utama Mitra Jember as an express delivery and logistics service company. This sector is one of the priorities because there are many activities in the package distribution process that cannot be replaced by machines to provide excellent service quality. So therefore Human resources are one of the important factors that need to be considered in a company. Companies must be able to optimize the performance of their human resources in order to be able to achieve the vision and goals that have been set. In relation to this, the company also needs to always ensure the satisfaction of its employees because employee satisfaction itself reflects that employees feel happy and in love with their work, so that it will encourage these employees to show high morale, discipline and work performance which will ultimately lead to high performance.

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