The Effect of Transformational Leadership on Work Satisfaction and Performance in STKIP Riama Medan

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Abstract
Transformational leadership on job satisfaction and performance at the STKIP Riama Medan really needs to be done by a leader in an institution or organization. Research on transformational leadership on job satisfaction and performance at the STKIP Riama Medan has been carried out. This research is an empirical study at STKIP Riama Medan. The purpose of this study was to look at the effect of transformational leadership style on job satisfaction and performance on STKIP Riama Medan. From the results of the study, the role of transformational leadership is very important in the success of an organization for the performance of its subordinates. This research was in the form of a descriptive study with a sample of all 60 permanent lecturers at STKIP Riama Medan. The technique carried out in the implementation of this research is to provide questionnaires to all respondents to be filled out and collected. From the results of the tabulation of research data on job satisfaction indicators obtained by 79.15% and the performance indicators obtained at 80.19%. From the results of this study, it was concluded that transformational leadership on job satisfaction and performance at STKIP Riama Medan was good.
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1. Introduction

Leadership is a pattern and method applied by a leader in guiding and directing his subordinates. Organizations need reformist leaders who are able to become the driving force of organizational transformation. Leadership is the process of encouraging and helping others to work enthusiastically to achieve goals (Mintzberg in Davis, 1996). In organizational life, leaders have a very important role. All good activities starting from planning, implementing supervision to the determination of objectives determined by the leadership. The advance of organizational life depends on the ability of leaders to control people, equipment, resources and other resources.

Transformational leadership involves developing closer relationships between leaders and followers. Transformational leadership in principle to do better than what is usually done, in other words can increase the trust or confidence of subordinates who will influence satisfaction and performance.

Leaders play a role in community and state life in groups or organizations. Leadership becomes an opening for organizational success (Kartono, 1992). In any field and in any country the leader is needed because his function is to lead, but all of this is adjusted to the characteristics of the group and his subordinates, and besides that it is very dependent on the times. A leader who is strong and has high loyalty and dedication will greatly influence the progress and development and survival of the organization. For this reason, we need transformational leadership from a leader so that every subordinate can work with calm and high spirits. In large-scale organizations, leaders are seen as a very decisive element in the business development process (Lok & Crawford, 2004).

The quality of leaders is often regarded as the most important factor in organizational success or failure (Menon, 2002), as well as the success or failure of an organization that is both business oriented and public, usually perceived as a success or failure of a leader. So important is the role of leaders that the issue of leaders becomes the focus that attracts the attention of researchers in the field of organizational behavior. According to Scarnati (2002), leaders have a huge influence on organizational success. Leaders play a key role in formulating and implementing organizational strategies. Commitment in the organization will make the worker give the best to the organization where he works. In fact, it is also mentioned that leaders who have a commitment to a high organization will tend to like to help, can cooperate (Muh Su'ud, 2000).

Conformity between leadership, norms and organizational culture is seen as a key prerequisite for successful achievement of organizational goals (Yulk, 1989). Although in relation to the theory of leadership in North America, it is limited to other countries (Lapin, 1990).

Job satisfaction and performance is a theory or practical concept that is very important, because it is an impact or a result of the effectiveness of performance and success in work. Job satisfaction and low performance in organizations is a series of decreasing implementation of tasks, increased absenteeism, and a decrease in organizational morale. Whereas at the individual level, job satisfaction and performance are associated with a

great desire to get out of work. Transformational leadership refers to the work performance of a leader measured by the standards or criteria set by the Institute. Management to achieve high leader performance, especially to improve the performance of the Institute as a whole. The factors that influence transformational leaders include organizational strategies (the value of short-term and long-term goals, organizational culture and economic conditions) and individual attributes including abilities and skills. Transformational leadership from leaders can increase job satisfaction and the performance of their subordinates in the organization. According to Fuad Mas'ud (2004), the progress and success of an organization is very dependent on the leader. The extent to which these leaders are able and willing to work hard, be creative, innovative, loyal, disciplined, honest and responsible will determine the achievement of the organization. Therefore, to find out how far the leader works, the leader needs to evaluate the performance. The leader must have the ability in his leadership. Without ability, people won't listen to it. Because leaders must be able to arouse respect for others.

There are several types of differences in transformational leadership and ways of working between various individuals and departments within the organization that complicate the task of coordinating parts of the organization effectively, namely: a) Differences in orientation towards certain objectives. Members from different departments develop their own views on how to achieve good organizational interests; b) Differences in time orientation. The leader will pay more attention to the problems that must be solved immediately in a short period of time. The research and development department is more involved with long-term problems; c) Differences in interpersonal orientation. Transformational leadership activities require fast communication and decision making so that the process is smooth, while the research and development section may be more relaxed and everyone can express opinions and discuss with each other; and d). Differences in structural formalities. Each type of unit in the organization has different methods and standards for evaluating the program against its objectives and for rewarding its subordinates. The success or failure of an organization is usually perceived as a success or failure of a leader.

According to Kohl, *et all.,* (1995), leaders have a very large influence on organizational success. Leaders play a key role in formulating and implementing organizational strategies.

2. Research Methods
In this paper, the method used is through primary data. Primary data is obtained by distributing questionnaires intended and filled in by all lecturers at STKIP Riama Medan. The total number of lecturers in the STKIP Riama Medan is 60 people, and at the same time is used as a sample. This research is a descriptive research.

3. Results and Discussion
Based on the results of research and data processing that has been carried out in the influence of transformational leadership style on job satisfaction and performance in STKIP Riama Medan, can be discussed as follows:

Job satisfaction
Based on the results of the research and data tabulation that has been done on the indicators of job satisfaction, can be seen in Table 3.1 below.

Table 3.1. Tabulation of the number of responses in filling out the questionnaire on indicators of job satisfaction

No	Indicator of job satisfaction	Total (People)
1	Loyalty	49
2	Responsible	47
3	Cooperation	48
4	Honesty	46
5	Accuracy	45
	Total	**235**
	Average	**47**

From Table 3.1 above, the indicators of job satisfaction for respondents were 60 people, those who answered loyalty were 49 people, who answered Responsibilities as many as 47 people, who answered cooperation as many as 48 people, and who answered Honesty as many as 46 people and Accuracy of 45 people . From the overall results, it was obtained as many as 47 people, meaning that there were 13 people who did not give a response. Therefore, from the results obtained, it can be said that the transformational leadership style towards indicators of job satisfaction can be said to be good.

Based on the results of the research and data tabulations that have been made on the indicators of job satisfaction, the percentage of respondents can be seen in Table 3.2 below.

Table 3.2. The percentage of the number of responses in filling out the questionnaire on job satisfaction indicators

No	Indicator of job satisfaction	Percentage (%)
1	Loyalty	81,67
2	Responsible	78,33
3	Cooperation	80,00
4	Honesty	76,67
5	Accuracy	75,00
	Total	**391,67**
	Average	**78,33**

From Table 3.2 above the indicators of job satisfaction for respondents as many as 60 people, obtained a percentage that answers Loyalty of 81.67%, which answers the Responsibility of 78.33%, Cooperation is 80.00%, Honesty is 76.67% and Accuracy of 75.00%. From the results the overall percentage was obtained at 78.33%, meaning that it was only 21.67% which did not give a response.

This implies that job satisfaction can be improved if the transformational leadership style continues to be improved. Transformational leadership style is a variable that has an influence in relation to job satisfaction. This shows that transformational leadership style greatly influences job satisfaction. The results of data tabulation and data processing in this study reinforce the results of empirical research from Griffin (1980) and Mc Nesse-Smith (1996) which states that there is a correlation between transformational leadership and job satisfaction. Therefore, from the results obtained, it can be said that the transformational leadership style towards indicators of job satisfaction can be said to be good.

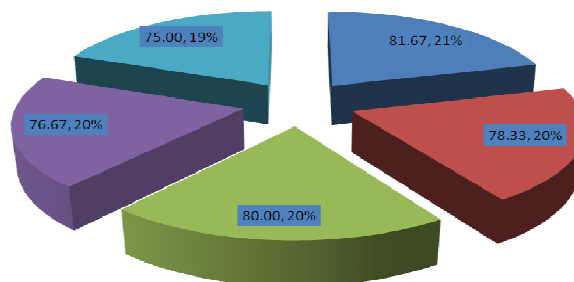For more details, this can be seen in Fig. 3.1 below.

Fig. 3.1. Transformational leadership through indicators of job satisfaction

From fig. 3.1 above, loyalty is obtained at 81.67%, responsibility is 78.33%, cooperation is 80.00%, honesty is 76.67%, and accuracy is 75.00%, therefore , from the results obtained, it can be said that the influence of the transformational leadership style on indicators of job satisfaction can be said to be good.

Performance

Based on the results of the research and data tabulations that have been made on the performance indicators, can be seen in Table 3.3 below.

Table 3.3. Tabulation of the number of responses in filling out questionnaires on performance indicators

No	Performance Indicators	Total (People)
1	Punctuality	47
2	Use office equipment properly	46
3	Obedience	48
	Total	**141**
	Average	**47**

From Table 3.3 above, the performance indicators for respondents were 60 people, obtained who answered the timeliness of 47 people, who answered Using office equipment as well as 46 people, and who answered Obedience as many as 48 people. From the overall results obtained an average of 47 people, meaning that only 13 people did not give a response. Therefore, from the results obtained, it can be said that the effect of transformational leadership on performance indicators can be said to be good.

Based on the results of the research and data tabulations that have been made on the performance indicators, the percentage of respondents can be seen in Table 3.4 below.

**Table 3.4. The percentage of the number of responses in filling out the questionnaire
on performance indicators**

No	Work Discipline Indicators	Percentage (%)
1	Punctuality	78,33
2	Use office equipment properly	76,67
3	Obedience	80,00
	Total	**235.00**
	Average	**78.33**

From Table 3.4 above on the performance indicators of respondents as many as 60 people, obtained a percentage that answers Timeliness of 78.33%, who answered Using office equipment well at 76.67%, and who answered Obedience by 80.00%. From the overall results obtained the average percentage is 78.33%, meaning that it is only 21.67% which does not provide a response.

This implies that performance can be improved if transformational leadership continues to be improved. Transformational leadership is a variable that has an influence in relation to performance. Therefore, from the results obtained, it can be said that the effect of transformational leadership on performance indicators can be said to be good.

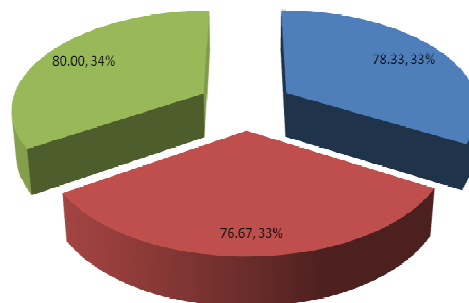For more details, this can be seen in Figure 3.2 below.

Fig. 3.2. Transformational leadership through performance indicators

From fig. 3.2 above, the percentage of Timeliness obtained is 78.33%, the percentage of Using office equipment properly obtained is 76.67%, and the percentage of Obedience is obtained at 80.00%. Therefore, from the results obtained, it can be said that the transformational leadership style of performance indicators can be said to be good.

Of the overall indicators carried out, the overall indicators carried out can be seen in Table 3.5 below.

**Table 3.5. Tabulation of the number of responses in filling out the questionnaire on the
overall indicators**

No	Indicator	Total (People)
1	Job satisfaction	47
2	Performance	47
	Total	**94**
	Average	**47**

From Table 3.5 of the overall indicators that have been conducted on respondents as many as 60 people, it was obtained that answered the indicators of job satisfaction as many as 47 people and on the performance indicators as many as 47 people.

Based on the results of the research and data tabulations that have been made on the indicators of job satisfaction and performance, then the percentage of respondents can be seen in Table 3.6 below.

**Table 3.6. The percentage of the number of responses in filling out the
questionnaire on the overall indicators**

No	Work Ethic Indicator	Percentage (%)
1	Job satisfaction	78,33
2	Performance	78,33
	Total	**156,67**
	Average	**78,33**

From Table 6 of the overall indicators that have been carried out on respondents as many as 60 people, the percentage that answers the indicators of job satisfaction is 78.33% and the performance is 78.33%.

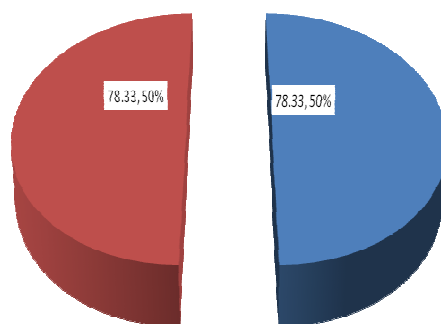Overall, these indicators can be seen in Fig. 3.3 below.

Fig. 3.3. Transformational leadership through indicators of job satisfaction and performance

From fig. 3.3 above, the percentage of job satisfaction is 78.33% and the performance is 78.33%. Therefore, from the results obtained, it can be said that transformational leadership towards indicators of job satisfaction and performance can be said to be good.

4. Conclusion

From the results of the discussion above, several conclusions can be drawn, including:
1. In transformational leadership style through job satisfaction obtained by 78.33%. This implies that the job satisfaction at STKIP Riama Medan is good.
2. In transformational leadership style through performance obtained at 78.33%. This implies that the performance at STKIP Riama Medan is good.

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