

ANALYSIS OF THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON WORK PRODUCTIVITY AND JOB SATISFACTION

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ABSTRACT

Introduction/Main Objectives: Transformational leadership is a leadership style that has long been discussed in the context of management and organization. The purpose of this study was to analyze the effect of transformational leadership on work productivity and Job Satisfaction. The research method used is a literature study or Library Research with a qualitative approach. The aim is to analyze the comparison of theories about the differentiation between current ratio and profitability ratio on the company's stock price with the help of related references in the literature review. Based on the literature review that has been carried out on the results and discussion from both national and international journals, the conclusions in this article are: Transformational Leadership affects Work Productivity and Job Satisfaction. Good leadership in the form of Transformational Leadership is essentially able to improve the quality and productivity of employee performance in a work environment.

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1. Introduction

Transformational leadership is a leadership style that has long been discussed in management and organizational contexts (Jyoti and Dev, 2015). This leadership style is known for its ability to influence employees positively and strongly. One of the most significant impacts of transformational leadership is increasing work productivity and job satisfaction. Since the early 1980s, the concept of Transformational Leadership has received significant attention in the management and psychology literature. It was first introduced by James MacGregor Burns and later developed by Bernard M. Bass. Transformational Leadership covers various aspects, including leaders who have a strong vision, the ability to motivate, inspire, and influence employees to achieve their best potential (Widyasari, Tri, 2021).

In the context of its influence on work productivity and job satisfaction, Transformational Leadership is known for being able to create a work environment that allows employees to grow, develop and contribute optimally. Transformational leaders tend to create strong bonds with their employees, so that employees feel motivated to do their work with full dedication. They encourage

creativity and innovation by providing new challenges and promoting critical thinking, which can ultimately increase efficiency and productivity in the workplace. The influence of transformational leadership also includes providing emotional support and personal development to employees. Leaders with this style often pay more attention to individuals' needs, help them overcome obstacles, and provide necessary training to improve skills. If employees are given the opportunity to participate in problem solving, employees will feel involved in achievement of organizational or group goals. This can cause employees increasingly have a sense of right responsibility and lead to job satisfaction, commitment, and make organization as a place for self-actualization.

Chance for take an active role in the organization is very meaningful for employees, because the employees feel that their leaders believe in their abilities and willingness to actively participate in dealing with problems within the organization, so as to create a human-oriented relationship in which the employees are considered more as co-workers by leaders. This not only increases employee confidence, but also enables them to better deal with more difficult tasks, which in turn contributes to increased productivity and job satisfaction. It is important to understand that the influence of Transformational Leadership on work productivity and job satisfaction is not only direct, but also involves factors such as job satisfaction, organizational commitment, and intrinsic motivation. Employees who feel empowered and recognized by transformational leaders tend to be more satisfied with their jobs, and high job satisfaction has been shown to be associated with increased productivity and job happiness.

2. Literature Review

2.1 Transformational Leadership

Transformational Leadership is a leader who has a proactive attitude and always acts as an agent of change and accommodates his employees to achieve joint targets (Busari, 2020). Transformational Leadership is able to transfer vision, strengthen creativity, develop employees' emotional associations in achieving goals (Jyoti and Dev, 2015). Leadership style in the form of Transformational Leadership is a leadership style that is effective and influential in change in organizations (Middleton, 2015). Likewise, Basu said that the power of Transformational Leadership is able to change employee mindsets in accelerating change in an organization. (Islam et al., 2021) The Transformational Leadership Leadership Style is often associated with a vision and establishing guidelines for restructuring the organization, developing staff competencies, improving relations with external parties by expanding networks and connectivity.

This leadership style is an effective type in optimizing digital innovation which is a characteristic of transformational leadership. Creating a vision and establishing guidelines and goal direction can basically trigger employee motivation. (Puni et al., 2018). According to Asbari et al., (2021) Transformational ideas in leadership basically include several variables: a) Ideal influence. Ideal influence can be demonstrated by a leader who is charismatic and always instilling pride, respect and trust so that employees will make their leaders role models in the organization b) Inspirational motivation. This variable can be represented by the existence of a simple emotional connection between leaders and employees, thereby increasing hope and optimism in achieving goals. c) Intellectual Stimulation, the leader is proactive and collectively together with employees in solving problems in an organization d) Attributes of an ideal leader A leader who is a role model or who is idealized is an agent of change in the organization e) Individual Perception, individual assignments given by leadership, where individuals feel motivated to develop competencies and

complete work to a higher standard. Transformational Leadership has been studied by many previous researchers including (Rina, 2019), (Surono et al., 2016), (Purwatmini et al., 2019), (Yeni; Susilo, 2020), (Lilia et al., 2020), (Eka & Wibowo, 2021), (Setiarlan & Ahmadun, 2021), (Astari, 2016), and (Eng Sun, Handi Aribowo, 2018)

2.2 Work Productivity

Work productivity can also be defined as ability, the mentality of a person who strives to improve the results to be achieved through enthusiasm and high work ethic in developing personal competence, work quality and efficiency or is a comparison between the results or targets to be obtained with overall resources which are available. (Widyasari, Tri, 2021). Several scientific arguments related to work productivity have essentially provided a fundamental perspective in understanding the concept of work productivity. Work productivity is an indicator used to measure work results from the availability of resources in a work environment. Oktiani et al., (2019) and In principle, productivity can be achieved if there is a combination of work creativity and work knowledge, as is an indicator of work productivity explained by (Hamiddin & Taaha, 2021) and the Widyasari journal (Widyasari, Tri, 2021). Work Productivity has been previously researched by (Rachmawati et al., 2021), (Effect et al., 2020), (Faeni et al., 2021), (Simarmata, 2020), (Perdiyanti & Faeni, 2021), (Pasaribu & Anshori, 2021), (Darmawan Adi, 2020), (Gultom, 2021), (Rina, 2019), Surono et al., 2016).

2.3 Job Satisfaction

According to Edy Sutrisno (2019) Job Satisfaction is an employee's attitude on work related to work situations, cooperation between employees, rewards received at work, and matters involving physical and psychological factors According to Handoko (2020) job satisfaction is the opinion of employees Whether you like your work or not, those feelings can be seen from your behavior both employees towards work and all things experienced in the work environment. Job satisfaction has been studied by many previous researchers, including Arda, Mutia. (2017), Divine, Dede Kurnia. (2017). Kurniawan, Aris Hidayat and Prasilowati, S. L. (2019) and Ari, Oxy Rindiantika and Susilo Heru. (2018)

3. Method, Data, and Analysis

The research method used is literature study or Library Research with a qualitative approach. The aim is to analyze comparative theories regarding the differentiation between current ratio and profitability ratio on company share prices with the help of related references in the literature review. The literature used is literature from the results of research or reviews presented in scientific articles with national and international themes that are relevant to human resource management. All articles used are sourced from the electronic literacy data search engine Mendeley and Google Scholar (Balqis, 2021). The reason for conducting qualitative research is that the research has an exploratory nature. So it is then discussed more thoroughly with the help of libraries related to or the literature being reviewed. , because this section is the basis for formulating hypotheses that are used in comparison with the results or findings from previous research to reveal the truth of existing theories (Permatasari and Jaelani, 2021).

4. Result and Discussion

The Influence of Transformational Leadership On Work Productivity and Job Satisfaction According to Gibson, Style Transformational Leadership has an influence on work productivity and job satisfaction where inspirational leaders will motivate their employees by implementing several things, namely vision, inspirational communication, and intellectual stimulation. This was confirmed by Rofiudin who stated that the Transformational Leadership variable which includes providing motivation, leadership instructions, leadership attention, and work delegation has a significant effect on employee work productivity and job satisfaction (Surono et al., 2016). In connection with this, Ashad Arsyad in his research stated that transformational leadership can motivate employees to work better which aims to increase trust and confidence which directly affects work productivity. With the leadership's ability to understand their employees, employees will feel more comfortable and work more flexibly so they are able to get maximum results (Lilia et al., 2020). Transformational leadership essentially motivates employees to do better work. Providing motivation plays an important role in encouraging subordinates to be more productive Work productivity has been researched by (Rina, 2019), (Surono et al., 2016), (Purwatmini et al., 2019), (Yeni; Susilo, 2020), (Lilia et al., 2020), (Eka & Wibowo, 2021), (Setiarlan & Ahmadun, 2021), (Astari, 2016), and (Eng Sun, Handi Aribowo, 2018).

From the results and discussion above, the conceptual framework of this research is presented in Figure 1.

Figure 1. Conceptual framework of research



Transformational Leadership

Leaders with a transformational leadership style will easily achieve organizational targets or goals. Leaders can maximize employees by developing their employees' competencies. Attitudes of enthusiasm, initiative, loyalty and other employee competencies are values that are difficult to obtain if leaders are unable to become role models or agents of change in a work environment. (Siwi & Sumampouw, 2015).

5. Conclusion and Suggestion

The results show that open innovation has a significant impact on the growth and achievement of organizational goals. To implement open innovation in organizations, through courage and high enthusiasm, because it will affect how leaders and members work together. The leadership style that is built from a leader through open innovation will form a better performance character, it can

be reflected in a role model of membership and leadership. as well as organizational leaders as direction setters for the progress of the organization and members as actors who run the wheels of the organization, so how things happen will affect how successful the organization achieves its goals. Problems in the organization will be reduced by innovation and problem-solving efforts.

Suggestion

Based on the results and discussion and conclusions in this article, the author suggests that future researchers conduct research with different variables so that there is a comparison of the research results.

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