

# The Role Of Transformational Leadership On Organizational Commitment And Job Satisfaction Of Tax Office Officers (KPP) In Banjarmasin

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**ABSTRACT:** This study was conducted to determine the relationship of transactional leadership, commitment organizational and job satisfaction. The research method used is quantitative descriptive. The research population was on the Tax Service Office (KPP) employees in Banjarmasin which numbered 89 people. Instruments for collecting data in this study were survey methods. Data analysis using Path Analysis. The results of the study show that transformational leadership significantly influences organizational commitment and organizational commitment has a significant effect on job satisfaction.

**Index Terms:** Transformational Leadership, Organizational Commitment, Job Satisfaction, Path Analysis

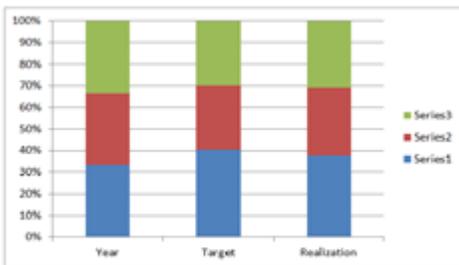
## 1. INTRODUCTION

An organization will always be dealing with humans to carry out all its activities. The purpose of the organization's activities is to achieve effectiveness and efficiency in work, so that it is necessary to create a comfortable working atmosphere and please employees. One effort that can be done by a leader is to give attention, guidance and inspiration to create satisfaction in work. [1] One indicator that an organization has good performance is employees who have competent employees, high dedication and performance-fulfilled expectations good organization is supported by efficiency. [2] In order to achieve the goals of an organization, transformational leadership is needed primarily related to the sense of satisfaction of its employees in working for the interests of the organization. Leadership is a factor in determining the success of an organization. An organization in carrying out its activities really needs strong leadership and is supported by strong management to be able to realize optimal effectiveness. Transformational leadership applied by several organizations is considered more effective in managing its members because it is more creative and able to inspire employees to be able to work beyond their individual interests to achieve organizational benefits. Several studies have been conducted related to transformational leadership from various aspects of employees including employee satisfaction as done by [3]; [4]; [5]; [6]; [7] Transformational leadership can be a role model for employees so they are able to behave positively, creatively, innovatively that is able to overcome existing problems. Then in transformational leadership employees get attention and provide motivation to be able to achieve maximum performance and create satisfaction in working for their employees.

The success and performance of an employee on his job is determined by many factors, including employee commitment to his work. Organizational commitment is an attempt by an individual to identify his involvement in an organization including the sense of belonging to employees of the company or organization he works in (sense of belonging). Everyone who works or an employee in a company must have a commitment to work, because if employees who are not committed to work then the goals of the organization or company will be difficult to achieve. Employee commitment is very important because the commitment of employees will be able to be responsible for their work, and this will be inversely proportional to employees who do not have commitment or low commitment. Employees who have commitments will usually work optimally, can devote time, energy, thoughts to their work in accordance with company expectations. According to some experts who define organizational commitment states that organizational commitment as a psychological bond from employees to the company or organization seen from several aspects, namely the existence of trust or trust and can accept the goals and values that exist in the organization. Based on the willingness to try seriously to achieve the interests of the organization, and the desire to remain part of the organization by maintaining its existence in the organization. As a form of employee commitment to the organization is to see how the level of job satisfaction with what he has gotten during work. Job satisfaction is an important factor in order to achieve maximum performance, if employees experience satisfaction in work then they will try to complete their work as optimally as possible so that organizational expectations can be achieved such as increased productivity. For employees job satisfaction is something that is felt very important because with the creation of job satisfaction, employees will try to produce the best performance for the benefit of the organization. Job satisfaction as a form of perception of the employee towards what he has felt for his work based on the aspect of work from within (intrinsic) and from outside (extrinsic) himself Tax Service Office (KPP) as a government-owned agency under the Ministry of Finance which is engaged in the service to the public in the field of taxation. In order to be able to provide optimal services to the public or taxpayers so as to obtain convenience in carrying out their

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obligations in taxation. Then KPP employees in providing services to taxpayers must always provide the best with a smile, friendliness and with high integrity in accordance with the existing code of ethics and with the Vision and Mission of the Pratama Tax Office Banjarmasin. Employees from this tax office are expected to be able to demonstrate their commitment towards the organization, a sense of satisfaction with what has been obtained during work, which is supported by the existence of transformational leadership. The following is a graph that shows the performance of the organization (KPP) Banjarmasin for the last 3 years which shows an increase in the realization of tax revenues, where the increase in tax revenue is inseparable from the performance achieved by its employees to be able to achieve organizational performance



**Graph 1.** Organization Performance in 2018

## RESEARCH PURPOSES

This study aims to see whether there is an influence from transformational leadership on organizational commitment and job satisfaction on Tax Service office employees in the municipality of Banjarmasin. Based on this background, the problem statement can be determined as follows:

1. Is there an effect of Transformational Leadership on Organizational Commitment to Employees of the Pratama Tax Service Office Banjarmasin?
2. Is there an influence of Organizational Commitment on Job Satisfaction at the Pratama Banjarmasin Tax Office Employees?

## 2. LITERATURE REVIEW

### Transformational leadership

[8] states that transformational leadership also involves the aspirations of others so that they can gain trust in the vision proposed by their leaders so that they can improve their performance for the better. [9] also states that transformational leadership is a style of authentic leadership consisting of innovation, creativity, consideration of individuals, trust and relationships and a sense of social concern. The six main behaviors in transformational leadership according to [10] are: 1) Saying his vision, 2) conveying the appropriate model, 3) the purpose of the group that can be accepted, 4) goals to achieve high performance, 5) assistance from each individual, 6) intellectual stimulation [11] states that transformational leaders must be able to create written or unwritten rules or norms and strengthen them within the organization. According to [4] which states that transformational leaders can be a source that has an influence when assessing

existing job characteristics. Transformational leadership has a strong influence on various jobs produced by making job characteristics as a medium [3] [12] also states that the relationship between negative behavior and ethical leadership is partly mediated by workload and working conditions. The relationship between transformational leadership and autonomy has been built in empirical studies ([3] [13]). A transformational leader encourages autonomy and in turn blocks harassment in the workplace. ([14]) In addition to facilitating autonomy, a transformational leader is concerned about followers' personal growth and development ([11] [15]). Therefore, teaching, coaching, and feedback are important components of transformational leader behavior [11]; [15]). Ideal influence represents leadership that is a role model of competency and high ethical standards, and shows confidence in what followers can do. ([16] Transformational leadership emphasizes leader symbolic behavior (eg inspirational messages, visionary messages; values) as opposed to economic transactions between leaders and employees ([17] The focus of transformational leaders concerns employees on the long-term goals of groups or organizations, and instills a higher sense of purpose. Employees internalize the values championed and come to see their values work in harmony with the concept - themselves ([18] They are motivated by a desire for self-expression and self-consistency. Extending transformational leadership ideas to leadership on environmental issues, we expect managers who demonstrate environmental transformational leadership to communicate clear environmental visions and beliefs. ren for their field of responsibility. Environmental transformation managers can encourage employees to question assumptions about environmental problems and consider new ideas and diverse solutions to this problem. ([19] Transformational leaders go beyond assignment and gift administration; they focus on long-term goals and instill employees with higher goals. ([20] Transformational leadership has been the subject of four decades of research and arguably is the most dominant leadership perspective today. [21] With inspirational motivation, a leader not only provides vision for the future, but also shows the way to achieve coal and help followers to realize that they can do it ([22])

### Organizational Commitment

[23] states that organizational commitment is a feeling that is strong from the individual towards the values and objectives of an organization that is related to its role in the business to achieve its values and objectives. Then [24] states that organizational commitment is an attitude of loyalty from its employees as a part of a continuous process in showing its attention to the success of its organization as indicated in form 1). The strong desire of employees to remain a member of the organization, 2). The desire to mobilize all of its efforts for the organization), 3) believe and accept all the values and objectives that exist in the organization. Based on the organizational commitment, employees will be more focused on their work, happy to help each other and want to cooperate, and give the best work to the organization. Commitment from individuals will be a strength for an organization, where an employee who has a high commitment will be able to identify himself to have values that exist in the organization, agree on goals

and values in the organization, will remain in the organization and be ready to work hard to organizational interests ([25] Employee commitment has a very important role for the existence of organizations that want to maximize profits, want services for consumers who are better and create stability for their workers Organizational commitment has three dimensions, as follows: 1) affective commitment, 2) normative commitment and 3) ongoing commitment. Affective commitment is a form of attachment from an employee who is emotionally able to identify, involve himself in his organization. Effective commitment will be felt strongly if employees remain in the organization because of their own desires without being forced. Furthermore, normative commitment, namely the thought of employees in depth related to what will happen if they leave the organization or what they will receive if they remain in the organization. guaranteed old age and career. Then continuing commitment is the willingness of employees to remain in the organization because it is indeed needed as a form of responsibility towards the organization. ([26] [27] [28], [24] [29]

### Employee Satisfaction

[30] states that job satisfaction as an effective or emotional response to his work further job satisfaction is the feeling of an individual who feels sufficient or more than enough for what he gets and already feels prosperous. Furthermore, [31] states that job satisfaction is a positive feeling about work that comes from the results of an assessment of its characteristics. Individuals who have high job satisfaction will have positive feelings about their work. Then [32] states that job satisfaction can lead to turnover. Furthermore, employees will feel that there is strong support from the organization, socially fulfilled needs, employees will tend to show work attitudes and positive job satisfaction. [33] Job satisfaction is a general attitude of results that is specifically indicated in specific work factors, characteristics of individuals and the interrelationships of groups that are outside of work. Job satisfaction is a form of pleasure from employees in seeing their work according to the expectations and desires of the employee. [34]) Furthermore [24] [31] states that there are five components of job satisfaction, namely 1) Payments, namely a number of wages received by employees who are considered to be in accordance with the workload; 2) Work, which is a job that is considered attractive and can provide lessons for employees and the opportunity to accept responsibility for their work; 3) promotion opportunities, namely the provision of opportunities so that employees can develop in their organizations such as promotion, promotion, appreciation and opportunities for self-development; 4) superiors, namely the ability of superiors or leaders to show attention to employees, guiding technically and providing good treatment to employees; 5) Colleagues, namely colleagues or colleagues who are technically capable, supportive and have a sense of friendship in the work environment

### 3. RESEARCH METHODS

The population in this study were employees of the Tax Service Office (KPP) in the city of Banjarmasin, which numbered 89 people. Data is collected by census (survey) method. Data analysis techniques using path analysis to find out the cause and effect relationship, then explain the

direct and indirect results of the variables proposed as the causal variables for other variables as a result variable. The models made in the study are as follows:

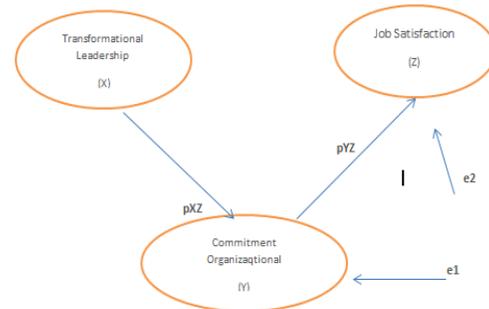


Figure 1. Research model

The research path diagram has two sub-structures. The first substrate is a causal relationship from X to Y, while the second substrate is a causal relationship of X and Z to Y, with the equation as follows:

$$\text{Substructural 1: } Y = p_{YX}X + e_1$$

$$\text{Substructure 2: } Z = p_{YZ}X + p_{YZ}Z + e_2$$

The  $p_{ZX}$  path coefficient illustrates the effect of variable X on Y, and  $p_{YZ}$  illustrates the effect of z on Y. The  $e_1$  is the residual variable as other variables which are not measured in Y that affect Y other than variable X, while  $e_2$  is the residual variable for variable Z.

### Research hypothesis

The hypotheses in this study are as follows:

- H1: There is a positive and significant effect of transformational leadership on organizational commitment
- H2: There is a positive and significant effect of transformational leadership on job satisfaction
- H3: There is a positive and significant effect of organizational commitment on job satisfaction

### 4. RESEARCH RESULTS AND DISCUSSION

Respondents in this study were employees of the Primary Tax Service (KPP) in Banjarmasin Municipality, amounting to 89 people, from the characteristics of the respondents it was known that the age of the respondents was in the range of 25-50 years as much as 45%, with the highest educational background, S1 as much as 60% and the highest number of years of work above 10 years as much as 50%

#### Validity and Reliability Test

Based on the results of the validity test conducted on variables X, Y and Z, it is produced that the value of  $r_{count} > r_{table}$  ( $r_{table} = 0.497$ ), so it can be concluded that statement items for transformational leadership variables, organizational commitment and job satisfaction are declared valid. Based on the reliability test for variables X, Y and Z produced Cronbach's Transformational Leadership Alpha (X) 0.807 or 87.7%, for Organizational Commitment (Y) 0.714 or 71.4% and Job Satisfaction (Z) 0.731 or 73.1%

. So it can be concluded that all variables are said to be reliable because the Cronbach Alpha value is > 0.60 (Nunnally, 1967).

**Path Analysis**

Structural model-1:  $Z = \rho ZX + e_1$

Model-1 hypothesis: Transformational leadership influences organizational commitment

Structural model-2:  $Y = \rho ZX + \rho YZ + e_2$

Model-2 hypothesis: Organizational commitment influences job satisfaction

The results of the significance test from path analysis are determined by comparing the probability value (p-value) of 0.05 with the probability of Sig. If the p-value is 0.05 Sig Sig value then H0 can be accepted and H1 is rejected, the meaning is not significant, but if the p-value is  $0.05 \geq \text{Sig}$ , then H0 is rejected and H1 is accepted, meaning significant.

**TABLE 1**  
ANOVA TABLE

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.774	1	56.774	8.739	.004 <sup>b</sup>
	Residual	666.181	87	6.496		
	Total	621.955	88			

a. Dependent Variable: komitmen

b. Predictors: (Constant), kep.transform

Table 1 shows the F value of 8.739 with a probability value (sig) = 0.004, because the value of sig < 0.05, then the decision is H0 rejected and H1 is accepted, meaning transformational leadership has a significant effect on organizational commitment

**TABLE 2**

**SUMMARY TRANSFORMATIONAL LEADERSHIP MODEL**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.302 <sup>a</sup>	.091	.081	2.54879

a. Predictors: (Constant), kep.transform

Tables 1 and 2 show the value of Rsquare = 0.302 with an F value of 8.739 and a sig value of 0.004. Then the decision is H0 rejected and H1 accepted. so that individual testing can be done. This test is done to test whether the test can be continued or not? If it is proven that H1 is accepted, then testing individually (testing between variables can be continued). This shows that individual testing can be done, because the sig value is < 0.05.

**TABLE 3**  
COEFFICIENT TRANSFORMASIONAL LEADERSHIP

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.188	6.024		4.015	.000
	kep.transform	.623	.211	.302	2.956	.004

a. Dependent Variable: komitmen

Table 3 shows that, the path coefficient  $\rho ZX = 0.302$ . The research hypotheses formulated are as follows:

H1:  $\rho ZX > 0$ , where transformational leadership has a significant effect on organizational commitment

H0:  $\rho ZX = 0$ , where transformational leadership has no significant effect on organizational commitment

The significance test of path analysis is determined by comparing the probability value of 0.05 with the probability value Sig. If the probability value is 0.05 Sig Sig value, then H0 is accepted and H1 is rejected, the meaning is not significant, but if the probability value is  $0.05 \geq \text{Sig}$ , then H0 is rejected and H1 is accepted, meaning significant. Table 3 shows that in the Sig column the sig value is 0.004, which means the probability value is  $0.05 > 0.000$ , then H0 is rejected and H1 is accepted, so the path analysis coefficient is significant. So, Transformational Leadership has a significant effect on Organizational Commitment. The framework of the empirical causal relationship X to Z can be made through the structural equation Model-1 as follows:

$Z = \rho ZX + e_1$

$Z = 0.302 + 0.9$

To find the value e1 (remaining variable) determined by the formula:

$e_1 = 1 - R^2 = 1 - 0.091 = 0.9$

**TABEL 4**  
ANOVA TABLE

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	762.550	1	762.550	60.238	.000 <sup>b</sup>
	Residual	1101.337	87	12.659		
	Total	1863.888	88			

a. Dependent Variable: kepuasan

b. Predictors: (Constant), komitmen

Table 4 shows the F value of 60.238 with a probability value (sig) = 0.000, because the value of sig < 0.05, then the decision is H0 rejected and H1 is accepted, meaning Organizational Commitment significantly influences Job Satisfaction.

**TABLE 5**  
COEFFICIENT ORGANIZATIONAL COMMITMENT

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.144	6.001		-.191	.849
	komitmen	1.107	.143	.640	7.761	.000

a. Dependent Variable: kepuasan

Table 5 shows that, the path coefficient  $\rho_{ZY} = 0.640$ . The research hypothesis is formulated as follows:

H2:  $\rho_{ZY} > 0$ , where organizational commitment has a significant effect on job satisfaction

H0:  $\rho_{ZY} = 0$ , where organizational commitment does not significantly influence job satisfaction

The significance test of path analysis is determined by comparing the probability value of 0.05 with the probability value Sig. If the probability value is 0.05 Sig Sig value, then H0 is accepted and H1 is rejected, meaning is not significant, but if the probability value is  $0.05 \geq \text{Sig}$ , then H0 is rejected and H1 is accepted, meaning significant. Table 5 shows that in the Sig column the sig value is 0,000, which means the probability value is  $0.05 > 0,000$ , then H0 is rejected and H1 is accepted, so the path analysis coefficient is significant. So, Organizational Commitment significantly influences Job Satisfaction.

**TABLE 6**  
SUMMARY JOB SATISFACTION MODEL

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640 <sup>a</sup>	.409	.402	3.55796
a. Predictors: (Constant), komitmen				

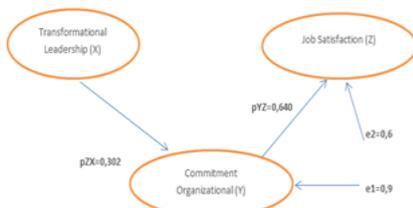
Tables 4 and 6 show the value of Rsquare = 0.409 with an F value of 60.238. So the decision is that H0 is rejected and H2 is accepted. Therefore, individual testing can be done. This test is done to test whether the test can be continued or not? If H2 is proven to be accepted, then testing individually (testing between variables can be continued). This shows that individual testing can be done, because the sig value is  $< 0.05$ . Furthermore, a framework can be made from the causality relationship of X and Z to Y can be made through the structural equation Model-2 as follows:

$$Y = \rho_{ZX} + \rho_{ZY} + e_2$$

$$Y = 0.302 + 0.640 + 0.6$$

To find the value e2 (remaining variable) determined by the formula:

$$e_1 = 1 - R^2 = 1 - 0.409 = 0.6$$



**Figure 2.** Causal Path Diagrams X, Y and Z

Based on the results of the analysis of calculations, the influence between variables from substructure 1 and substructure 2 are as follows:

1. Transformational Leadership has an effect on the Organizational Commitment of 0.302. The results of

this study agree with other researchers such as [35] and [36] which state that there is a positive relationship between transformational leadership and organizational commitment.

- The value of e1 is 0.9, meaning that besides Transformational Leadership (X), there are other variables that affect the Organizational Commitment (Z) of 0.9. Based on the results of processing the data, it is known that there is still a lack of variables to describe or predictor the emergence of the Organizational Commitment.
- Organizational Commitment (Z) has a positive effect on Job Satisfaction (Y) directly of 0.640 with a significance level of 0.000, meaning that the higher the Organizational Commitment, the higher Job Satisfaction. The results of this study agree with [30] [37] [38]) which states that there is a significant and positive relationship between organizational commitment and employee job satisfaction.
- The value of e2 is 0.6, meaning that besides the Transformational Leadership (X) and Organizational Commitment (Z) variables there are other variables that affect Job Satisfaction (Y) of 0.6, it is known that there is still a lack of variables to describe or predictor the emergence of Job Satisfaction.
- The indirect effect of Transformational Leadership (X) on Job Satisfaction (Y) is  $0.302 \times 0.640$  ( $\rho_{ZX} \rho_{YZ}$ ) which is 0.2, meaning that the better the Transformational Leadership, the higher the Organizational Commitment and increasing Job Satisfaction

## 5. CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that there is an effect of transformational leadership on organizational commitment and job satisfaction on the Tax Office Office employees in Banjarmasin city. Transformational leadership will bring employees more creative, innovative, able to maintain themselves in order to face changes in the environment and organizational competition. If transformational leadership can be applied appropriately, employee satisfaction and organizational commitment will be created well. The Tax Service Office is expected to be able to maintain conditions that have been felt to be quite good in order to implement transformational leadership that has a positive impact on employees who have high organizational commitment and job satisfaction. So, it will be much easier for tax service office organizations to be able to achieve better organizational performance as agencies that provide services to the public. For further research, it is expected to continue to develop research on leadership by including other variables outside of this study and then enter mediating and intervening variables to see if there are other variables that can create or influence job satisfaction.

## RECOGNITION

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