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Transformational Leadership and Performance: Mediating Role of Altruism Satisfaction

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Abstrak

Tujuan dari penelitian ini adalah untuk menyelidiki peran mediasi kepuasan altruisme dalam hubungan antara kepemimpinan transformasional dan kinerja. Kuesioner disebarakan kepada pengurus pondok pesantren melalui grup media sosial whatsapp di Jawa Tengah. Sebanyak 240 tanggapan diterima, dan data dianalisis menggunakan model persamaan struktural dengan AMOS 24.0. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional berpengaruh negatif dan signifikan secara langsung terhadap kinerja. Kepuasan altruisme memediasi hubungan antara kepemimpinan transformasional dan komitmen organisasi afektif. Penelitian ini menambah bukti empiris untuk memahami hubungan antara kepemimpinan transformasional dan kepuasan altruisme.

Kata Kunci: *Kepemimpinan Transformasional, Kinerja, Kepuasan Altruisme, Islamic Boarding School, Indonesia*

Abstract

The purpose of this research is to investigate the mediating role of altruism satisfaction in the relationship between transformational leadership and performance. Questionnaires were distributed to administrators of Islamic boarding school through social media groups whatsapp in central java . A total of 240 responses were received, and the data were analyzed using structural equation modelling with AMOS 24.0. The research indicates that transformational leadership is directly a negative and significant effect on performance. Altruism satisfaction do mediate the relationship between transformational leadership and affective organizational commitment. This study adds empirical evidence to understand the linkage between transformational leadership and altruism satisfaction.

Keywords: *Transformational Leadership, Performance, Altruism Satisfaction, Islamic Boarding School, Indonesia*

INTRODUCTION

Leaders have a very important and crucial role for the organization. Leaders are responsible for all problems that occur in the organization. Organizational sustainability is highly dependent on the leader's ability to manage the organization.

Transformational leaders are leaders who have great influence, who are able to align their vision and mission with their followers, are able to move followers to work for the organization beyond personal interests, are able to motivate followers to bring out their potential and strengths, and pay attention to their followers. Transformational leadership was first introduced by Burns (1978), and the concept developed rapidly through the narrative of Bass (1985). Since then, many researchers have investigated transformational leadership and its relationship to management practices in organizations.

Transformational leadership is closely related to performance. Transformational leadership affects the performance of both organizational performance, team performance, and individual performance. Buil et al. (2019) in their research found that transformational leadership has a direct effect on employee performance. Carter et al. (2012) found that transformational leadership relates to employee performance primarily through the quality of relationships developed between managers and employees. Wang et al. (2005) found a relationship between transformational leadership and task performance. Meslec et al. (2020) found a charismatic effect on individual performance that was linked through the leadership vision dimension.

But on the other hand, there are some researchers who find no relationship between transformational leadership and performance. Brown and Arendt (2011) and Fernandes and Awamleh (2011) found no significant relationship between the dimensions of

transformational leadership and performance. Hayward et al. (2008), Insan et al. (2013) found that transformational leadership has no significant effect on employee performance. Paracha et al. (2012) found that transformational leadership is related to performance but weaker than transactional leadership.

Even in other studies, it is stated that transformational leadership has a negative effect on performance. Vipraprastha et al. (2018) found that transformational leadership has a negative effect on employee performance. Sudiarta (2018) found that transformational leadership has a negative and insignificant effect on the performance of administrative employees. Likewise, Rahman et al. (2020) also found in their research that transformational leadership has a negative and insignificant effect on employee performance.

The findings of these studies lead to a gap in the relationship between transformational leadership and performance. Carter et al. (2012) suggested the quality of the relationship to bridge the relationship between transformational leadership and performance. Altruistic behavior contributes to building the quality of relationships in organizations (Podsakoff and MacKenzie, 1997). Altruistic behavior is strongly influenced by transformational leadership (Punj and Krishnan, 2006), on the other hand, is a basic dimension of OCB that can improve performance (Podsakoff and MacKenzie, 1997; Punj and Krishnan, 2006). Jameel and Ahmad (2020) found that satisfaction can be a bridge between transformational leadership and performance.

Altruism satisfaction is the satisfaction that arises as a result of providing help or assistance to others, especially to co-workers. This study aims to contribute to the relationship between transformational leadership and performance by providing a mediating role on altruism satisfaction.

RESEARCH METHOD

The purpose of this research is to investigate the mediating role of altruism satisfaction in the relationship between transformational leadership and performance. The administrators of Islamic boarding school are considered as the research population with a total of 3719. The sampling element in research are daily administrators from Islamic boarding school in Central Java, Indonesia. The sample size is 240 respondents. The sample consist of 139 males and 101 females. The sampling technique using proportional sampling in 12 regions in Central Java, Indonesia. Questionnaires were distributed to administrators of Islamic boarding school through social media groups whatsapp then sent via google form.

The following instruments were used in the present research:

Transformational leadership questionnaire: The questionnaire was developed by Al-husseini and Elbeltagi (2018) and Chaoping and Kan (2008). Total 23 questions are measured transformational leadership. 4 items for influence of idealistic attribute (IIA), 4 items for influence of idealistic behavior (IIB), 5 items for intellectual stimulation (IS), 5 items for inspirational motivation (IM), and 5 items for individual consideration (IC). These 23 questions are based on likert's scale like 1- very disagree, 2- disagree, 3- netral, 4- agree, and 5-very agree.

Performance questionnaire: The questionnaire was developed by Fisher (2001). Total 7 questions are measured performance. These 7 questions are based on likert's scale like 1-very disagree, 2- disagree, 3- netral, 4- agree, and 5-very agree.

Altruism satisfaction questionnaire: The questionnaire was developed by Büssing et al. (1999) and Organ (1990). Total 5 questions are measured altruism satisfaction. These 7 questions are based on likert's scale like 1- very disagree, 2- disagree, 3- netral, 4- agree, and 5-very agree.

Table 1: Reliability Statistics

Variables	No. Of questions	Cronbach's alpha coefficient
Transformational Leadership		
Influence of idealistic attribute (IIA)	4	0.878
Influence of idealistic behavior (IIB)	4	0.874
Intellectual stimulation (IS)	5	0.912
Inspirational motivation (IM)	5	0.920
Individual consideration (IC)	5	0.926
Performance	7	0.902
Altruism satisfaction	5	0.799

Source: SPSS Output

The reliability of the questionnaires was calculated through SPSS. The Cronbach's alpha reliability of all the variables (influence of idealistic attribute, influence of idealistic behavior, intellectual stimulation, inspirational motivation, individual consideration, performance, and altruism satisfaction) were more than 0.70 the acceptable range for an instrument to be reliable (table1).

Data analysis in the present research was calculated using confirmatory factor analysis of structural equation modelling software AMOS 24.0.

Table 2: Loading Factor

Variables	Indicator	Loading Factor	
Transformational Leadership			
Influence of idealistic attribute (IIA)	IIA1 (Instill pride)	0.772	Valid
	IIA2 (Goes beyond self-interest)	0.804	Valid
	IIA3 (Build honor)	0.816	Valid
	IIA4 (Self-confidence)	0.825	Valid
Influence of idealistic behavior (IIB)	IIB1 (Talk about value)	0.832	Valid
	IIB2 (Have strong goals)	0.796	Valid
	IIB3 (Consider moral)	0.748	Valid
	IIB4 (Have a mission)	0.814	Valid
Intellectual stimulation (IS)	IS1 (Evaluating suggestions and ideas)	0.826	Valid
	IS2 (Looking for different erspective)	0.811	Valid
	IS3 (Suggest new way)	0.670	Valid
	IS4 (Encourage nes ideas)	0.824	Valid
	IS5 (Open minded)	0.245	Not Valid
Inspirational motivation (IM)	IM1 (Optimistic future)	0.867	Valid
	IM2 (Enthusiastic about achivement)	0.838	Valid
	IM3 (Compelling vision)	0.847	Valid
	IM4 (Confident that goals will be achived)	0.838	Valid
	IM5 (Develop passion)	0.784	Valid
Individual consideration (IC)	IC1 (Provide training)	0.844	Valid
	IC2 (Take a personal approch)	0.854	Valid
	IC3 (Assume different everyone)	0.873	Valid
	IC4 (Develop talent)	0.856	Valid
	IC5 (Helping trouble)	0.805	Valid
Performance	P1 (Quantity of work)	0.745	Valid
	P2 (Quality of work)	0.697	Valid
	P3 (good communication)	0.721	Valid
	P4 (Responsible)	0.822	Valid

	P5 (Procedural)	0.808	Valid
	P6 (Planning and organizing)	0.673	Valid
	P7 (adaptable)	0.809	Valid
Altruism Satisfaction	AS1 (Supporting friends)	0.775	Valid
	AS2 (Helping others)	0.753	Valid
	AS3 (Enjoy working with others)	0.809	Valid
	AS4 (Taking time to help others)	0.741	Valid
	AS5 (Help orientate others)	0.655	Valid

Source: AMOS Output

The measurement model has high validity if the loading factor value is > 0.50. Based on the loading factor results (table 2), all of the variables or indicators were valid excluding indicator IS 5 (open minded) with a value 0.245 below 0.50. So this indicator IS5 (open minded) was dropped from the research model.

Table 3: Fitness Indices

χ^2	Probability	CMIN/DF	GFI	TLI	AGFI	CFI	RMSEA
26.388	0.001	1.207	0.872	0.977	0.853	0.978	0.029

The result of CFA (table 3) showed the fit indices suggest that the model fits. CMIN/DF with 1.207, TLI with 0.977, CFI with 0.978, and RMSEA with 0.029, all of them were fit. GFI with 0.872 and AGFI with 0.853, both of them close to fit. Overall the fit indices suggest that the model fits.

RESULT AND DISCUSSION

The result of data processing by using AMOS 24. software obtain the model structure that explains the correlation of the construct of transformational leadership, altruism satisfaction, and performance. Figure 2 presents the results of confirmatory factor analysis for the variable in all. The model presented shows regression weights, transformational leadership to performance, transformational leadership to altruism satisfaction, and altruism satisfaction to performance. To determine whether the hypothesis is accepted or not is determined based on p-value at 5% significant (table 4). To determine positive or negative effects based on estimate-value (table4).

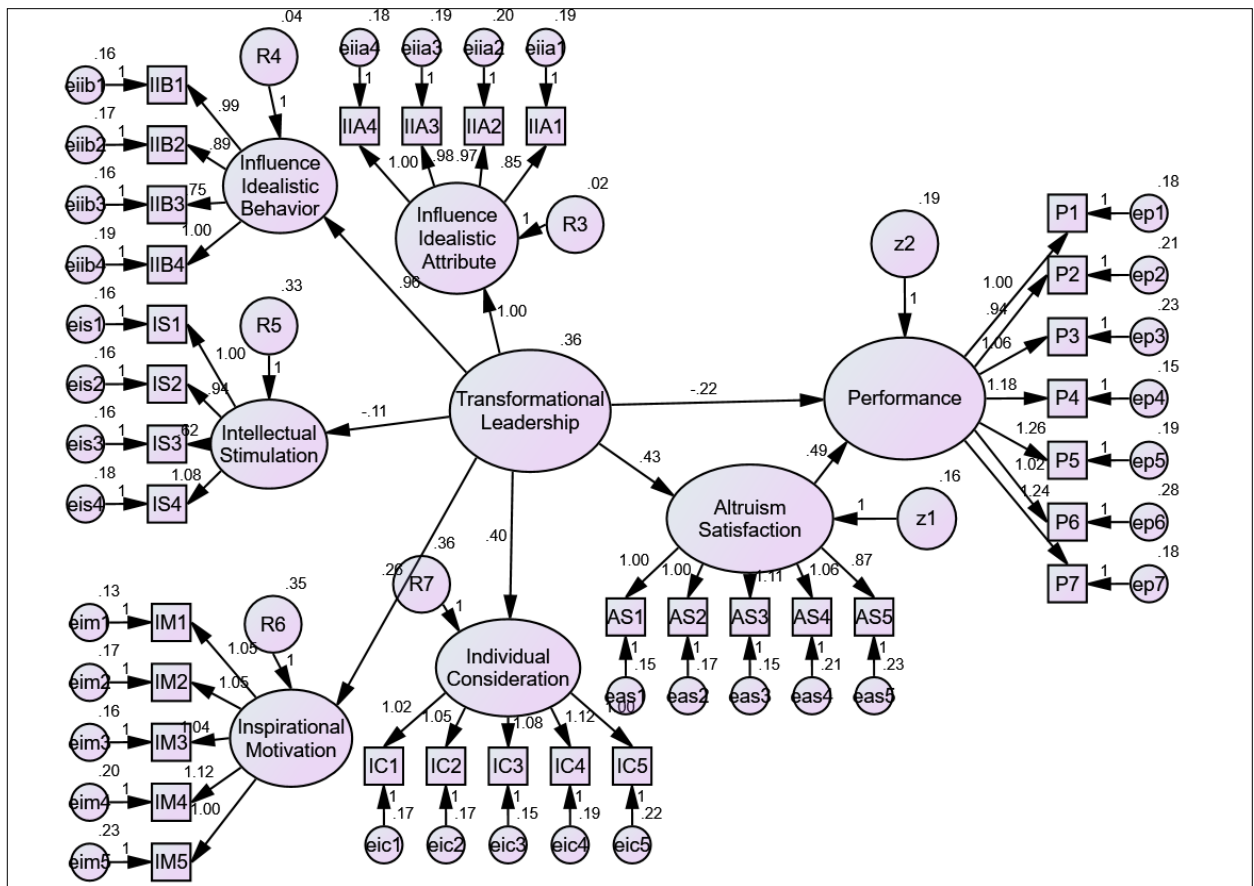


Figure 2: Structural equation model

Table 4: Regression Weight

Variables	Estimate	S.E.	C.R.	P-Value
Performance ← Transformational Leadership	-0.215	0.069	-3.102	0.002
Altruism Satisfaction ← Transformational Leadership	0.434	0.061	7.156	0.000
Performance ← Altruism Satisfaction	0.492	0.094	5.224	0.000

In table 4, it can be seen that transformational leadership is a negative effect on performance with an estimate-value of -0.215 and significance at 0.002 less than 0.05. This means that hypothesis 1 rejected. This result differs from the research result from some researchers like Bass (1985, 1990); Bass et al. (1996); and Dumdum et al. (2013). They stated that transformational leadership has a positive effect and significant on performance. This finding confirms the study of Rahman et al. (2020); Sudiarta (2018); and Vipraprastha et al. (2018) that transformational leadership has a negative effect on performance. This means that transformational leadership decreases performance. In Indonesia, it is not suitable to apply the transformational leadership model, especially in Islamic educational institutions. For example, the influence of the idealistic attributed dimension (instill pride, goes beyond self-interest, build honor, and self-confidence) of transformational leadership is not

appropriate when applied in educational institutions because Islam teaches leaders not to be arrogant. In addition, because Indonesian people are still developing in their education, to stimulate intellectuals, leaders need to provide examples of behavior and attitudes that are easy to follow and imitate by their followers.

In the other result, transformational leadership is a positive effect on altruism satisfaction with an estimate-value of 0.434 and significance at 0.000 less than 0.05. This means that hypothesis 2 accepted. This result confirmed the study of Nahum-Shani and Somech (2011); Punj and Krishnan (2006); Saleem (2015); and Asghar and Oino (2018). Asghar and Oino (2018) stated that transformational leadership can increase satisfaction. Punj and Krishnan (2006) stated that altruistic behavior is the responsibility of the leader. Thus this research states that transformational leadership can increase altruism satisfaction.

The result of hypothesis 3, altruism satisfaction is a positive effect on performance with an estimate-value of 0.492 and significance at 0.000 less than 0.05. This means that hypothesis 3 accepted. This result confirmed the study of Bakotić (2016); Nyarieko et al. (2017); Peng (2014); Podsakoff and MacKenzie (1997); and Roberts and David, (2019). Nyarieko et al (2017); and Podsakoff and MacKenzie (1997) stated that altruistic behavior can improve the performance of both individual performance and organizational performance. Bakotić, 2016; Peng, 2014; and Roberts and David (2019) stated that the higher the satisfaction, the higher the performance. Thus, this study states that altruism satisfaction can improve performance.

Table 5: Direct, Indirect, and Total Effects

	Direct Effects				Indirect Effects				Total Effects			
	TL	Sig.*	AS	Sig.*	TL	Sig.*	TL	Sig.*	AS	Sig.*		
AS	0.434	0.011	0.000	...	0.000	...	0.434	0.011	0.000	...		
P	-0.215	0.017	0.492	0.005	0.214	0.013	-0.001	0.903	0.492	0.005		

* Two-tailed Significance

The direct effect of transformational leadership (TL) on performance (P) tends to negative with -0.215 and significance at 0.017 less than 0.05. The indirect effect of transformational leadership (TL) on performance (P) with 0.214 and significance at 0.013 less than 0.05. And the total effect of transformational leadership (TL) on performance (P) with -0.001. Altruism satisfaction plays a very important role in the relationship of transformational leadership to performance. This is evident from the positive results obtained from the relationship of transformational leadership to altruism satisfaction and the relationship of altruism satisfaction to performance. Altruism satisfaction can bridge the

gap between transformational leadership and performance. This is evident from the indirect effect of transformational leadership on performance positively and significantly. This means that transformational leadership through the role of altruism satisfaction can have a positive and significant effect on performance. The mediating role of altruism satisfaction in this study is very important and beneficial for the relationship between transformational leadership and performance. The mediator test using the Sobel test also showed positive results, namely the Sobel test value of 4.22 and a significant value of 0.000025 on the two-tailed probability. This means that hypothesis 4 is accepted. The results of the study support research which states that altruism and satisfaction can be a mediator on several variables (D and Gunaseelan, 2018; Jameel and Ahmad, 2020; Khan et al., 2017; Mashi, 2017; Rim et al., 2016).

CONCLUSION

The present study tends to investigate the effect of transformational leadership on performance directly effect and indirectly effect. The direct effect of transformational leadership on performance tends to negative and significant. But with mediating role of altruism satisfaction, The indirect effect of transformational leadership on performance tends to positive and significant. Transformational leadership directly decreases performance, but with mediating role of altruism satisfaction, transformational leadership can improve performance.

The theoretical implication of this research is the finding that transformational leadership has a direct and significant negative effect on performance, which means that transformational leadership can reduce performance. These results strongly contradict the research of Bass (1985, 1990); Bass et al. (1996); and Dumdum et al. (2013). However, this research supports the research of Rahman et al. (2020); Sudiarta (2018); and Vipraprastha et al. (2018) who happen to all of them are researchers from Indonesia. This shows that transformational leadership is less applicable in Indonesia.

Meanwhile, the practical implication in this research is that there is an important role as a mediator of altruism satisfaction in management, especially in performance management. Leaders of Islamic boarding schools and administrators can benefit from this research. Leaders of Islamic boarding schools can encourage and motivate administrators to commit acts of altruism and feel happy in doing so without coercion. They do it out of self-awareness and feel satisfied both physically and mentally in helping others.

The limitation of this research is that the research is still limited to being carried out

in an Islamic boarding school environment and the altruism satisfaction variable has not been linked to other variables, so it can strengthen the theory of altruism satisfaction. In future research, altruism satisfaction should be tested more empirically on other variables. Transformational leadership, especially in the charismatic dimension, should in future research examine the charismatic differences in the view of western theory and charismatic in the Indonesian view, especially in Indonesia the term Kyai is well known for its charismatic.

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