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COVID – 19 AT UNIVERSITY: SEEING THE INFLUENCE TRANSACTIONAL LEADERSHIP AND LEADERSHIP TRANSFORMATIONAL ON LECTURER PERFORMANCE THROUGH JOB SATISFACTION

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ABSTRACT

Job satisfaction and lecturer performance are increasing because of the role of transactional and transformational leadership. The purpose of this study is to examine and analyze the influence of these two leadership styles at Batanghari University with the main focus of study on Human Resource Management. This study uses a survey design in the form of verification research. The sampling design used in this study was stratified random. From all lecturers at Batanghari University, 100 respondents were taken as samples from the Faculty of Economics. Data obtained from questionnaires were collected and analyzed using PLS.

Keyword: Job Satisfaction, Lecturer Performance, Transactional Leadership And Transformational Leadership

INTRODUCTION

Corona virus is an infectious disease caused by acute respiratory syndrome coronavirus 2 (Sars-CoV-2). The disease was first discovered in December 2019 in Wuhan, the Capital of China's Hubei Province, and has since spread globally, resulting in the 2019-2020 coronavirus pandemic. The World Health Organization (WHO) declared the 2019-2020 coronavirus outbreak an International Public Health Emergency (PHEIC). on January 30, 2020, and the pandemic on March 11, 2020. The first Covid-19 reported in Indonesia on March 2, 2020 was two cases. 9 Data on March 31, 2020 show that there were 1,528 confirmed cases and 136 deaths. 10 The mortality rate of Covid-19 in Indonesia at 8.9%, this figure is the highest in Southeast Asia.

In current conditions, the corona virus is not an epidemic that can be ignored. When viewed from the symptoms, ordinary people will think it's just an ordinary influenza, but for medical analysis this virus is quite dangerous and deadly. Anticipating and reducing the number of corona virus sufferers in Indonesia has been carried out in all regions. Among them by providing a policy of limiting activities outside the home, school activities (teaching and learning) being laid off, working from home (WFH), and even worshiping activities. Even though WFH is enforced, lecturers (teaching staff) are still required to work optimally. In this case, the leader's role is very necessary in setting goals, allocating resources, focusing training on company goals, coordinating changes that occur, fostering interpersonal contact with followers, and setting the right direction or the best if failure occurs. Gibson, Ivancevich & Donnelly, 1997: 2).

Performance is also able to be influenced by public service motivation and proven to be able to influence performance in the public sector, public service is a form of government service to the community, public service is a concept about attitudes, feelings and moral obligations to the public and as a tool in overcoming problems in the sector. public (Homberg et al., 2015; Paarlberg & Lavigna, 2010; Perry et al., 1990).

A review of the literature on organizational citizenship behavior in the public sector has overcome the gap in public organizations, women have a higher influence on the motivation of public servants and in turn increase organizational citizenship behavior, motivation of public servants significantly predicts organizational citizenship behavior at the individual, group and organizational levels (Geus et al., 2020; Alanazi, 2020; Piatak & Holt, 2020).

The growth of leadership research in the last few decades has been found, transformational leadership has been found to have a positive influence on the motivation of public servants directly and indirectly or mediated (Mandla, 2020; Marques, 2020; Gennaro, 2018).

Transformational leadership also influences organizational citizenship behavior and was found to be positively related directly and indirectly and also found to have a negative influence (Manoppo, 2020; Khaola & Rambe, 2020; Maharani & Troena, 2013).

Bennis & Nanus (1985) asserted, there is a difference between manager and leadership, both of which are very important for the organization. Management means bringing, achieving and a sense of responsibility, while leadership is influencing, guiding, directing, training, taking action and giving opinions.

Bass (1985) has distinguished two types of leadership, namely; transformational leadership and transactional leadership. Transformational leadership is a leadership style that motivates individuals for closer relationships, provides inspiration, offers challenges, encourages individual abilities and, transactional leadership is a leadership style that makes work agreements for rewards, avoidance of corrective actions and feel without a leader (Bass & Riggio, 2006).

Previous researchers agreed that the concept of transformational leadership characterized into four dimensions in the form of; stimulate individual intelligence, individual judgment, ideal influence for individuals as well as motivation that inspires individuals (Bass & Riggio, 2006).

The problem of leadership and organizational culture has a long-lasting history because it is varied and unpredictable, leadership is significantly related to organizational culture and business excellence, but leadership styles vary for different organizational cultures (Khan et al., 2020; Perry et al., 2010; Wiengarten et al., 2015).

FORMULATION OF THE PROBLEM

The study of public service motivation and transformational leadership is increasing in exploring how leaders can utilize the motivational aspects of public service to improve organizational performance (Paarlberg & Lavigna, 2010).

Public service motivation is measured directly using an independent variable in the form of transformational leadership and indirectly using a mediator variable in the form of organizational culture. The formulation of this problem is to see:

1. Does transactional leadership have a significant effect on job satisfaction of lecturers at Batanghari Jambi University?
2. Does transactional leadership have a significant effect on lecturer performance? Jambi Batanghari University?
3. Does transformational leadership have a significant effect on job satisfaction of Jambi Batanghari University lecturers?
4. Does transformational leadership have a significant effect on the performance of Jambi Batanghari University lecturers?
5. Does job satisfaction have a significant effect on the performance of lecturers at Batanghari Jambi University?

WRITING PURPOSE

As previously explained, the purpose of this paper is to reveal whether or not there is an influence between the variables studied directly or indirectly, namely;

1. To find out whether transactional leadership has a significant effect on job satisfaction of Jambi Batanghari University lecturers?
2. To find out whether transactional leadership has a significant effect on the performance of the Jambi Batanghari University lecturers?
3. To find out whether transformational leadership has a significant effect on job satisfaction of Jambi Batanghari University lecturers?
4. To find out whether transformational leadership has a significant effect on the performance of the Jambi Batanghari University lecturers?
5. To find out whether job satisfaction has a significant effect on the performance of lecturers at Batanghari Jambi University?

THE BENEFITS OF WRITING

This research is expected to contribute to the development of knowledge in human resource management research and practical importance for leaders.

1. This research is expected to be able to cover the knowledge gaps contained in the human resource management literature so that it can enrich the theoretical building structure that has been built and developed by previous researchers.
2. Research on mediation models involving job satisfaction is expected to clarify the important mechanisms operating in the relationship between seeing the effect of transactional leadership and transformational leadership on lecturer performance.
3. This research can be useful information for the academic community at the University in recognizing and understanding the forms of things that affect lecturer performance from aspects of Transactional Leadership and Transformational Leadership as well as Job Satisfaction.

This research approach uses the object of the food and beverage industry that discusses organizational culture and managerial competence with affective commitment as a mediator to find out the work of the food and beverage industry. For this reason, some very basic questions will be raised as follows:

1. How is the influence of organizational culture on the performance of the food and beverage industry in Jambi Province?
2. How is the influence of managerial competence on the performance of the food and beverage industry in Jambi Province?
3. How does affective commitment affect the performance of the food and beverage industry in Jambi Province?
4. How is the influence of organizational culture on the performance of the food and beverage industry mediated by affective commitment to the food and beverage industry in Jambi Province?
5. How is the influence of managerial competence on the performance of the food and beverage industry mediated by affective commitment to the food and beverage industry in Jambi Province?

FRAMEWORK

Transformational leadership is characterized by behavioral forms; influencing ideals, motivating for inspiration, stimulating intelligence and considering individual success. Organizational culture is characterized in the form of; dominant character, organizational leadership, employee management, organizational adhesive, strategic emphasis and success criteria. To simplify the formulation of this problem, a path diagram is designed as shown in the image below. This plot describes the process directly and indirectly the factors that influence the motivation of public servants.

Figure 1 Thinking Framework

HYPOTHESIS

By observing the description in the literature review, the hypotheses that will be proposed in this study are as follows;

1. It is suspected that transactional leadership has a significant effect on job satisfaction of lecturers at Batanghari Jambi University?
2. It is suspected that transactional leadership has no significant effect on job satisfaction of lecturers at Batanghari Jambi University
3. It is suspected that transactional leadership has a significant effect on lecturer performance Jambi Batanghari University?
4. It is suspected that transactional leadership has no significant effect on the performance of the lecturers at Batanghari Jambi University?
5. It is suspected that transformational leadership has a significant effect on job satisfaction of lecturers at Batanghari Jambi University?
6. It is suspected that transformational leadership has no significant effect on job satisfaction of lecturers at Batanghari Jambi University?
7. It is suspected that transformational leadership has a significant effect on the performance of lecturers at Batanghari Jambi University?
8. It is suspected that transformational leadership has no significant effect on the performance of the lecturers at Batanghari Jambi University
9. It is suspected that job satisfaction has a significant effect on the performance of Jambi Batanghari University lecturers?
10. Allegedly job satisfaction has no significant effect on lecturer performance Jambi Batanghari University?

METHODS

Type of Research

The type of research used in this research is quantitative with survey method. According to Supratiknya (2015) in general this type of quantitative research aims to test the theory objectively by examining or examining the relationship between variables. These variables must be measurable so that the resulting numerical data can be analyzed generically. The design of this study used a survey method. The survey method is a strategy that aims to produce a numerical description of the opinion, opinion, or level of behavior of a population by examining one or more samples from that population. The survey design was chosen because it is relatively simple and provides the

possibility to infer or identify the state of the population based on research on one of the relatively small samples (Supratiknya, 2015).

Research Subject

The subjects of this study were employees of Generation Z (born group 1995 – 2010). male or female, currently working, receiving remuneration or salary, and has worked for at least 6 months with the leader. Employees with the criteria of having worked for 6 months are considered to be familiar with the work behavior of their leaders. In addition, the employee has understood his job responsibilities, and is considered to have sufficient knowledge about his job and the conditions that exist in the company where he works.

Research Sampling

Sampling is the process of selecting individuals to become members of the sample. This study will use a non-probability sample selection process, where sample members are selected based on the ease or availability to access them (Supratiknya, 2015). According to Leedy and Ormrod, if the population is around 1500, a 20% sample should be taken. If the population is 5000 or more, a sample of 400 should be used (as quoted in Supratiknya, 2015, p. 52). The general principle used in sampling is “the bigger the sample, the better”. The research will be conducted by distributing the research scale online to Generation Z employees who meet the research criteria.

Data Collection Methods and Tools

Data collection was carried out by distributing or distributing research scales to each research subject. Supraktinya (2015) explains that the scale usually reveals various psychological attributes such as traits, needs, various types of personal conceptions such as attitudes, beliefs, and ways of adjustment.

Validity and Reliability of Measuring Instruments

Validity

The validity test used in this study is evidence related to the content of the test. Evidence related to the content of the test is the compatibility between the content of the test and the construct it measures (Supractic, 2014). This evidence is obtained through a logical or empirical analysis of how adequately the test content represents the content domain and how relevant the content domain is in accordance with the intended score interpretation (Supractic, 2014). Evidence related to this content can also be in the form of an expert's or expert's assessment of the suitability between the parts of the test and the construct being measured.

Reliability

Reliability testing is a process that cannot be separated from the psychometric analysis of an instrument. This is done to ensure that the test is consistent when repeated on a population and internally consistent. One way to obtain the reliability of the measuring instrument is to use the Cronbach Alpha item covariance-based method. Cronbach's Alpha value has a range of 0 – 1. The greater the Alpha value, the higher the internal consistency of an instrument. According to Guilford, the minimum coefficient that is considered satisfactory for test reliability is 0.70 (as quoted in Supratiknya, 2015, p.146). Below that number, a test is inadequate for use by individuals because it indicates that the standard error of the scoring score is so large that the interpretation of the scores is doubtful.

The scale trial was conducted on 17-29 February 2019 on 99 research subjects who were Generation Z. A total of 14 test results were declared invalid because they did not meet the criteria, namely not born in the 1995-2010 range. The trial was calculated using IBM SPSS Statistics 22 and the following results were obtained:

Data Analysis Method

In this study, the survey data will be analyzed using IBM SPSS version 22.00 and SEM PLS. The analytical methods that will be used include assumption testing and hypothesis testing.

RESULTS AND DISCUSSION

Descriptive Statistical Analysis

This study uses 4 (four) latent variables consisting of 2 (two) exogenous variables and 2 (two) endogenous variables. Exogenous variables in the form of transformational leadership and transactional leadership, for endogenous variables job satisfaction and performance. To make it easier to analyze the research data, a categorization guideline for the average score of respondents' responses is used based on Cooper & Schindler (2006) that for ordinal data or interval/ratio data that has an asymmetric distribution, the measure of concentration can be done through the distribution of the inter-quartile range. The first quartile equals the 25th percentile, the second (median) quartile equals the 50th percentile and the third quartile equals the 75th percentile. On the questionnaire data using a scale of 1- to 5, where the minimum value = 1, maximum value = 5, the first quartile (Q1) = 2, the second quartile (Q2) = 3 and the third quartile (Q3) = 4, then the average Respondents' answer scores can be categorized based on intervals as in the following table:

Table 1 Guidelines for Transformational Leadership Categorization

Score Interval	Category
1 – 2	Poor/ Very Low/ Never
>2 – 3	Less / Low / Sometimes
>3 – 4	Often / Enough
>4 – 5	Good/ High / Always

Source: Cooper & Schindler (2006)

Responses from respondents at the University of Batanghari variable transformational leadership, transactional leadership, job satisfaction and performance. presented in tables below:

Table 2 Respondents' Descriptive Results

	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness	Number of Observations Used
KIN 1	3.810	4.000	3.000	5.000	0.523	0.115	-0.191	100.000
KIN 2	3.680	4.000	3.000	5.000	0.527	-0.740	-0.144	100.000
KIN 3	3.700	4.000	3.000	5.000	0.574	-0.558	0.129	100.000
KIN 4	3.630	4.000	3.000	5.000	0.643	-0.640	0.532	100.000
KPS 1	3.750	4.000	3.000	5.000	0.589	-0.462	0.130	100.000
KPS 2	3.720	4.000	3.000	5.000	0.584	-0.519	0.147	100.000
KPS 3	3.800	4.000	3.000	5.000	0.566	-0.200	0.000	100.000
TRF 1	3.800	4.000	3.000	5.000	0.490	0.238	-0.414	100.000
TRF 2	3.650	4.000	3.000	5.000	0.536	-0.849	-0.035	100.000
TRF 3	3.620	4.000	3.000	5.000	0.544	-0.913	0.075	100.000
TRF 4	3.600	4.000	3.000	5.000	0.529	-1.140	0.000	100.000

TSK 1	3.84 0	4.000	3.00 0	5.00 0	0.595	-0.296	0.068	100.000
TSK 2	3.59 0	4.000	3.00 0	5.00 0	0.531	-1.151	0.038	100.000
TSK 3	3.76 0	4.000	3.00 0	5.00 0	0.492	-0.169	-0.439	100.000

Source: Research Results in 2021 (processed from a questionnaire)

Overall, the variables of Transformational leadership, Transactional leadership, job satisfaction and performance have a high average score. This can show that transformational leadership, transactional leadership, job satisfaction and performance.

Inferential Statistical Analysis

Inferential statistical analysis is processed using the Smart PLS 3.0 Program Application. This data processing begins with validity and reliability tests, namely through evaluation of the outer model. Ghazali and Latan (2015) state that the evaluation of the measurement model or the outer model is carried out to assess the validity and reliability of the model. The following is the evaluation of the measurement model (outer model) to test the validity and reliability.

1) Validity test

The data validity test was carried out during the evaluation of the outer model with reflective indicators evaluated through convergent validity and discriminant validity . Convergent validity tests were carried out to determine the validity of the indicators used. The indicator is declared valid with the loading factor value above 0.50. The results of the convergent validity evaluation can be seen in Figure 1 which shows that the results of the analysis output can be seen that all constructs with reflective indicators produce a loading factor value > 0.5 . Ghazali and Latan (2015) Convergent validity of the measurement model with reflective indicators can be seen from the correlation between the item/indicator score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in research and development, a loading scale of 0.50–0.60 is still acceptable. It means that all construct indicators are valid.

Figure 1 Loading Factor

Tabel 3 Convergent Validity Test

Variable	Indicator	Outer Loading	Description
Performance	KIN1	0.749	Valid
	KIN2	0.833	Valid
	KIN3	0.837	Valid
	KIN4	0.777	Valid
Job Satisfaction	KPS1	0.773	Valid
	KPS2	0.901	Valid
	KPS3	0.81	Valid
Transformational Leadership	TRF1	0.729	Valid
	TRF2	0.85	Valid
	TRF3	0.829	Valid
	TRF4	0.783	Valid
Transactional Leadership	TSK1	0.77	Valid
	TSK2	0.85	Valid
	TSK3	0.776	Valid

Source: Smart PLS 3.0 output (2021)

Based on table 3 above, all indicators are declared valid because the loading factor value is above 0.50.

2) Discriminant Validity Test

Discriminant validity test is carried out to determine the correlation between each indicator and all existing latent variables. All indicators are declared valid if the cross loading correlation value of all indicators used in forming latent variables is greater than the correlation to other latent variables (Ghozali & Latan, 2015). Based on table 4, the Discriminant validity test shows the correlation value of the cross loading of all indicators compared to other latent variables.

Table 4 Discriminant Validity Test

	Job Satisfaction	Performance	Transactional Leadership	Transformational Leadership
KIN1	0.369	0.749	0.523	0.476
KIN2	0.614	0.833	0.661	0.612
KIN3	0.533	0.837	0.606	0.603
KIN4	0.745	0.777	0.565	0.636
KPS1	0.773	0.595	0.590	0.579
KPS2	0.901	0.626	0.649	0.629
KPS3	0.810	0.585	0.640	0.627
TRF1	0.592	0.554	0.611	0.729
TRF2	0.676	0.640	0.604	0.850

TRF3	0.575	0.649	0.661	0.829
TRF4	0.496	0.487	0.604	0.783
TSK1	0.610	0.523	0.770	0.581
TSK2	0.666	0.644	0.850	0.728
TSK3	0.529	0.603	0.776	0.537

3) Reliability Test

Reliability testing for differential semantic data was carried out to determine whether the questionnaire was reliable or not. The reliability test was carried out using the Average Variance Extranced (AVE) test, and the Composite reliability test

Table 5 Average Variance Extranced (AVE)

Latent Variable	AVE	Description
Job Satisfaction	0.689	Reliabel
Performance	0.640	Reliabel
Transactional Leadership	0.639	Reliabel
Transformational Leadership	0.639	Reliabel

Source: Smart PLS 3.0 Output (2021)

Based on table 5 above, it can be explained that the AVE value of each variable is fraud prevention, internal control, and competence is > 0.5 . The AVE value of each – each of the research variables above is interpreted as reliable.

Hypothesis test

Hypothesis testing aims to test the effect of internal control and competence directly and by using the fraud prevention variable on accountability with a significance level of 5%. The result table for inner weights from the results of running bootstrapping is used to determine the direct effect between variables from each hypothesis. The trick is to see the path coefficient value of each hypothesis and the t-stat value. This coefficient is sourced from the original sample estimate column. As shown in Figure 2, the bootstrapping output:

Significant direct effect of each hypothesis. The following is a diagram of T-statistical values based on output with smart PLS version 3 presented in Figure 2:

Figure 2 Output Bootstrapping

Structural Model

The structural model is a model that relates exogenous latent variables to endogenous latent variables or the relationship of endogenous variables to other endogenous variables, which is explained as follows:

Table 6 Estimation Results of Structural Equation Parameters from Direct Effects (Direct Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Performance	0.283	0.279	0.094	3.011	0.003
Transactional Leadership -> Job Satisfaction	0.459	0.451	0.084	5.459	0.000
Transactional Leadership -> Performance	0.296	0.308	0.120	2.469	0.014
Transformational Leadership -> Job Satisfaction	0.382	0.393	0.086	4.437	0.000
Transformational Leadership -> Performance	0.298	0.291	0.131	2.275	0.023

Source: Result of Data Processed

Table 7 Estimation Results of Structural Equation Parameters from Indirect Effects (indirect effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transactional Leadership -> Job Satisfaction -> Performance	0.130	0.124	0.045	2.894	0.004
Transformational Leadership -> Job Satisfaction -> Performance	0.108	0.111	0.049	2.224	0.027

Source: Result of Data Processed

DISCUSSION

1. Effect of Job Satisfaction -> Performance

Based on table 6, it can be seen that the T-count value of the variable Job Satisfaction -> Performance (3.011) is greater than the critical t (0.283). Because the value of t arithmetic is greater than the critical t at the error rate of 5%. So, based on the test results, it can be concluded that job satisfaction has a significant effect on the performance of the Batanghari University.

2. Effect of Transactional Leadership -> Job Satisfaction

Based on table 6, it can be seen that the T-count value of the Transactional Leadership variable -> Job Satisfaction (5.459) is greater than the critical t (0.459). Because the value of t arithmetic is smaller than the critical t at the error rate of 5%. So, based on the test results, it can be concluded that Transactional Leadership has a significant effect on Job Satisfaction at Batanghari University.

3. Transactional Leadership Effect -> Performance

Based on table 6, it can be seen that the T-count value of the Transactional Leadership -> Performance variable (2.469) is greater than the critical t (0.296). Because the value of t

arithmetic is greater than the critical t at the error rate of 5%. So Based on the test results it can be concluded that Transactional Leadership on Performance has a significant effect at Batanghari University

4. Effect of Transformational Leadership -> Job Satisfaction

Based on table 6, it can be seen that the T-count value of the Transformational Leadership -> Job Satisfaction (4.437) variable is greater than the critical t (0.382). Because the value of t arithmetic is greater than critical t at the error rate of 5%. So, based on the test results, it can be concluded that Transformational Leadership has a significant effect on Job Satisfaction at Batanghari University.

5. Transformational Leadership Effect -> Performance

Based on table 6, it can be seen that the T-count value of the Transformational Leadership --> Performance variable (2.275) is greater than the critical t (0.298). Because the value of t arithmetic is greater than the critical t at the error rate of 5%. So based on the test results, it can be concluded that Transformational Leadership has a significant effect on Performance at Batanghari University.

6. Effect of Transactional Leadership -> Job Satisfaction -> Performance

Based on table 7, it can be seen that the T-count value of the Transactional Leadership variable -> Job Satisfaction -> Performance (2.894) is smaller than the critical t (0.130). Because the value of t arithmetic is smaller than the critical t at the error rate of 5%. So based on the test results, it can be concluded that Transactional Leadership has a significant effect on performance through Job Satisfaction at the University of Batanghari.

7. Effect of Transformational Leadership -> Job Satisfaction -> Performance

Based on table 7, it can be seen that the T-count value of the Transformational Leadership -> Job Satisfaction -> Performance (2.224) variable is greater than the critical t (0.108). Because the value of t arithmetic is greater than the critical t at the error rate of 5%. So based on the test results it can be concluded that Transformational Leadership has a significant effect on Performance through Job Satisfaction at Batanghari University.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the hypothesis, research results and discussion, the following conclusions can be drawn: Job satisfaction has a significant effect on the performance of Batanghari University.

1. Job satisfaction has a significant effect on the performance of Batanghari University.
2. Transactional Leadership has a significant effect on Job Satisfaction at Batanghari University.
3. Transactional Leadership on Performance has a significant effect on University Batanghari.
4. Transformational Leadership has a significant effect on Job Satisfaction in Batanghari University.
5. Transformational Leadership has a significant effect on performance in Batanghari University.
6. Transactional Leadership has a significant effect on Performance through Job Satisfaction at Batanghari University.
7. Transformational Leadership has a significant effect on Performance through Job Satisfaction at Batanghari University.

Implication

Based on the conclusion above, that effective and efficient leadership really depends on the humans who carry it out, because Transformational Leadership and Transactional Leadership can increase job satisfaction and the performance of the employees they lead.

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