THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, STRESS, ORGANIZATIONAL COMMITMENT AND MOTIVATION OF EMPLOYEES
(Study On The Company PT. Satriagraha Perfect, Sidoarjo-Krian Areas)

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Abstract: *This research aims to know and test whether there is influence of transformational leadership, stress, organizational commitment and motivation of the employees working in PT. Satriagraha perfect, Krian areas-Sidoarjo.*

The research method used is the quantitative approach. Sampling techniques using Sample Random Sampling. Data collection techniques used by using a questionnaire. And data analysis is done using Multiple Linear regression test with the help of SPSS Statistical Program version 21.0.

The results of the research there is a simultaneous influence between transformational leadership, work stress, organizational commitment and motivation of working against the value of F is equal to 889,782 and the value of sig. 0.000. While testing partially showed that each of the variable effect on the motivation of transformational leadership t calculate with a value of $ 2,587 sig. 0,011; work stress of-0,2920 sig. 0,004; and organizational commitment of GIS 12,329.0.000. The overall analysis it was concluded that the dominant organizational commitment affect variables of motivation.

Keywords: *Transformational Leadership, Work Stress, Organizational Commitment, Job Motivation*

1. INTRODUCTION

One of the current leadership approach that often become the focus of research since the early 1980s is a transformational approach. This approach is part of the paradigm of "new leadership" (Bryman, 1992: 1). Although leaders of the transformational role has great importance in accelerating change, so there may be loose in the process of transformation. (Northouse, 1997: 130).

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Effective leadership has been recognized as an important factor in determining the success or failure of a group or organization. Leadership studies have produced an understanding that leaders who make a difference to end the factor results such as satisfaction, motivation, attitude, performance groups, goal achievement and individual growth and development (Bass, 1990). However, the exact arrangement of effective leadership is still a matter of contention among researchers.

Some researchers (Steers *et al.*, 1996, Stogdill 1948, Yukl, 1989, Dorfman, 1996, Ward, 2006, Phillip and God, 1981, Lord *et al.,* 1982, Lord *et al.,* 1984) have seen the effectiveness of a leader is attached, namely a trait; and therefore if one is born a leader regardless of your situation will still emerge as leaders. Unlike the effectiveness of leader can only be seen in the way a leader behaves in certain situations (Blake and Mouton, 1964, Bass, 1990). One of the researchers see the effectiveness of leader as a gesture behavior that appears in certain contingency situation (House of Representatives, 1971, and Mitchell, 1974). It is therefore not surprising that studies have found a positive relationship between transformational leadership and organizational results desired. For example, Bryman (1992) cited a variety of organizational behavior research shows that transformational leaders relate positively to employee satisfaction, "the reported effort by myself and work achievement. Similar results have been reported in some studies (Avolio, Bass and Bass, 1988, *et al.*, 1987, Conger and Kanungo, 1987) from a variety of samples and organizational setting. This might explain why research in transformational leadership consistently claim to be more effective compared to other leadership styles (Dubinsky *et al.*, 1995).

Several studies have documented the important relationship between transformational leadership and operations of the organization. Transformational leadership has been associated with various results, such as employee commitment to the Organization (Barling, Weber, & Kelloway, 1996) and job satisfaction and satisfaction with the leader (Koh, Steers, & Terborg, 1995; Lowe & Kroeck, 1996). Bryman (1992) found that transformational leadership is positively related to a number of important organizations including the perceived extra effort, the behavior of the citizens organization, and job satisfaction.

According to Trice and Beyer * (1993) and Schein (1985), the leadership can change and maintain organizational culture by producing new or strengthened set of established beliefs, shared values, practices, and norms in the organization. Trust in the workplace is another result that developed through the leaders of the organizations (Creed & Miles, 1996; Shaw, 1997). Literature about the trust pointed out that it is the main feature in the relationship that transformational leaders have with their followers (Butler, Cantrell, & Flick, 1999; Gillespie & Mann, 2000; Podsakoff, MacKenzie, & Bommer, 1996).

In 2008, Campa documenting the first line of leadership responsibility to create a healthy and instructional techniques to lead Sailors effectively and accomplish the task. According to Campa, learned leadership techniques achieved through traditional first line of leadership methods work experience (Houlihan, 2008a). Hase (2007) is satisfied there is a problem because the College of education's contribution to the leaders in the lowest ranks of the less significant compared to work experience in the leadership of the first line. Work experience components but one ingredient in creating and developing leaders, but not the only determinant of successful leadership (Fayol, 1949).

Barbuto (2005) Noting the leaders who have less advanced education has a tendency to display a bulldog or transactional leadership approach, causing long-term difficulties by not communicating positively with subordinates. Responding to this leadership style, subordinates will not issue a maximum effort to complete the task. Campa said that it requires a base for lead and coach followers use productive steps, charismatic and transformational (Houlihan, 2008b).

Results of several studies have shown that the impact of transformational leadership follower satisfaction (Hatter & Bass, Koh, Steers, & Terborg, 1995) and a commitment to the Organization (Barling *et al.*, 1996;.. Koh *et al.*).

Research also shows that the impact of transformational leadership commitment to organizational change (Yu, Leithwood, Jantzi &, 2002) and organizational conditions (Lam, Wei, Pan, & Chan, 2002). Because of its impact on individual and organizational results, transformational leadership is required in all organizations (Tucker & Russell, 2004).

2. FOUNDATIONS OF THE THEORY

2.1. Theory of leadership

Transformational Leadership theory has captured the interest of many researchers in the field of leadership of the Organization over the past three decades. The theory was developed by Burns (1978) and later enhanced by Bass (1985, 1998) and others (Avolio, Bass & 1988; Bass, Avolio, 1994; & Bennis & Nanus, 1985; Tichy & Devanna, 1986). The main premise of the theory of transformational leadership is the ability of the leader to motivate followers to achieve more than what you planned to achieve a follower (Krishnan, 2005). Transformational leadership has four components: the influence of ideal, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985). Burns, in postulates that transformational leaders inspire followers to achieve more by concentrating on values of followers and followers help harmonize these values with the values

of the organization. In addition, identifying transformational leadership as a relationship in which leaders and followers motivated each other to higher levels that result in value systems alignment between leaders and followers (Krishnan, 2002). Transformational leadership was associated was created with the personal (Hatter & Bass, 1988; Barling, Moutinho, & Kelloway, 1998; Kirkpatrick & Locke, 1996) as well as the results of the Organization's followers (Boerner, Eisenbeiss, & Griesser, 2007; Zhu, Chew, & Spangler, 2005; Jörg & Schyns, 2004; Barling, Weber, & Kelloway, 1996; Howell & Avolio, 1993).

2.2. Work Stess

According to Rivai (2009: 1008), stress is a condition that creates the tension of any physical and psychological imbalance, which affects emotions, thought processes, and the conditions of an employee. According to Sunyoto (2012: 61) "stress is the consequences of each action and the environmental situations which give rise to psychological and physical demands are exaggerated at someone". Whereas Handoko (2011: 200) explained that "stress can also be defined as a condition that affects the emotional strain, the thought process and the condition of a person". In terms of work, your stress level will be different on each person. Mangkunegara (2005: 28) tells us that "work stress is a feeling that suppress or feel depressed that experienced employees in the face of the work". While according to Kreitner and Kinicki (2005: 35) "work stress is an adaptive response, linked by characteristics and psychological processes or individuals, which is a consequence of any actions externally, situation or event which puts the physical and or psychological demands special a person". Of some of these opinions can be inferred that work stress is experienced when a person status arises a mismatch between the demands faced by the capability. This is a balance between how a person looked at job demands and how it can handle the demands of properly.

2.3. Organizational Commitment

According to Desianty (2005: 72), defines organizational commitment as the relative strength of individual identification and involvement in specific organizations, including trust, support for the purposes and values of the Organization, a willingness to use the earnest efforts for the benefit of the Organization, and a strong desire to maintain membership in the organization.

Luthans (2006: 249) stated that organizational commitment is an attitude that demonstrates the loyalty of employees and is a sustainable process of how a member organizations express their concern to the success and good organization. Organizational commitment will make workers give the best to the organization where he works. Workers with high commitment will be more oriented to work.

Workers who have a high organizational commitment is likely to be happy to help and can work together.

2.4. Work Motivation

According to John Greenwood (2002: 252), motivation is a State in the person of somebody who encourages the desire of individuals performing specific activities to achieve the purpose. In essence the motivation may spur employees to work hard so that they can achieve their goals. This will increase the productivity of the employee so that the effect on the achievement of the objectives of the company.

According to Mc. Donald in Sudirman (2007: 73), mentioned that the motivation for the change of energy in a person that is marked by the emergence of "feeling" and preceded by the response to any destination. From an understanding of Mc. Donald's contains three essential elements, namely: that the motivation that led to the occurrence of change of energy in each individual human beings (although it appears from the motivation of the man), its exact appearance will comes to human physical activity, marked by a sense of motivation or the "feeling" that are relevant to psychiatric problems, and emotions and can determine the behavior of human beings, the motivation will be stimulated due to the purpose and this purpose concerns the matter of necessity.

Abraham Maslow (1943) posited that basically every human being has the basic necessities. As concerns the needs of human beings, then this theory is used to indicate a person's needs to be met in order for that individual is motivated to work. Maslow argued that the human condition be in pursuit of a sustainable condition, if one needs are met, these needs directly replaced by another's needs.

2.5. Conceptual Framework
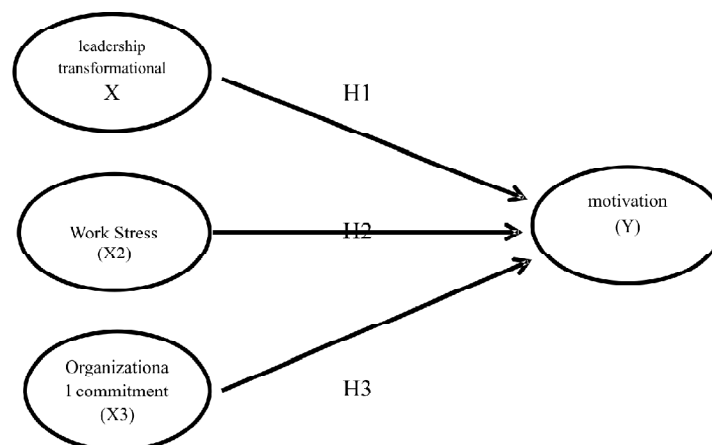
3. RESEARCH METHODS

3.1. Population

Arikunto (2002: 108) suggests that the overall population is a subject of research. and, Sukmadinata (2011: 250) suggested that populations are large groups and territories into the scope of the research. In this study, the population of all employees of PT. Satriagraha Perfect of 516 people.

3.2. Sampling

In this study, researchers used the theory of Ferdinand (2006) which States in a population of over 100 people, then it is the number of samples taken indicators multiplied 5-10. The charge indicators will quantity is 21 and researchers use multiplication 21 X 5 so 5 = 105 employees as sample.

3.3. Data analysis techniques

3.3.1. Multiple Linear regression analysis

According to Usman (2006: 216), multiple regression analysis to get a free variable predictor influence (affect) against criteria variable is bound (the affected). The elaboration of the study variables as follows:

1. Free: Transformational Leadership Variables (X 1), (x 2) work stress, Organizational Commitment (X 3)
2. Variable: the motivation of working (Y)

    To test both the variables used the formulas:

    Y = a + b1X1 + b2X2 + b3X3 + e

    With,

    Y = Motivation;

    X 1 = Transformational Leadership;

    X 2 = Work Stress;

    X 3 = Organizational Commitment;

    a = Constant (intercepts)

    e = error terms

    B1, b2, b3, b4 = Regression Coefficient

    a classic Assumption Test 2.2.1.

3.3.2. Test Validity

According to Suliyanto ((2005: 40) validity is defined as the extent to which the precision and accuracy of a measuring instrument in the perform the function of

its size. Validity of the test done by comparing r count (for any question that grain can be seen on the column corrected item-total corelations), with r table by finding the degree of freedom (df) = N-k. If r count > r table, and is positive, then the question is said to be valid (Ghozali, 2006).

3.3.3. Cappello Reliability Test

According to Suliyanto (2005: 42) reliability is basically the extent to which the results of the measurements carried out repeated the same relative yield, measurements are considered to have a good level of reliability. This test is done on the research of reliable statistical tests using Cronbach Alpha (á), where a variable is said to be reliable if it provides value á > 0.60 (cited by Nunnally Ghozali, 2006).

3.3.4. Test for Normality

Test of normality aims to test whether the regression model in a dependent variable, independent variable,, or both have a normal distribution or not. To facilitate the work, researchers using SPSS software version 21.0

3.3.5. Test of Hypothesis

Hypothesis tests are done to find out the truth of the hypothesis has been presented.

3.3.5.1. Test f

F test basically shows all of the independent variables included in the model have an influence on the dependent variables simultaneously. The rule in decision-making in this f test using SPSS formula is:

1. If a probability > 0.05 Ha Ho is accepted, then rejected

2. If the probabilities of 0.05, then Ho < rejected, the Ha received

$$F = \frac{MS_p}{MS_e}$$

Description:

F = F Statistics (Test-F)

Msq = Mean Square

MSe = Mean Square Error

3.3.5.2. The test t

Also known as t test test individual significance. T test shows how far the influence of independent variable the dependent variables against partially. Simplification of decision-making and the t test by using SPSS is:

1. If a probability > 0.05 Ha Ho is accepted, then rejected

2. If the probabilities of 0.05, then Ho < rejected, the Ha received
   As for the t-test formula is:

$$R - hitung = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Description:

t = significant degrees of real Test

n = number of samples

r = regression Coefficient

4. DATA ANALYSIS AND DISCUSSION

4.1. Data analysis

Multiple linear regression analysis in this research were used to determine the influence of transformational leadership (X 1), stress (X 2), and organizational commitment (X 3) against the motivation of working (Y) on PT. Satriagraha Krian areas-Perfect Sidoarjo. After knowing the results of the test will be conducted next assumption, regression multiple linear analysis. To simplify the calculation, use the software SPSS version 21.0, thus obtained the following data:

Table 3.1
Results of Data Analysis

variables	Regression coefficients	Std.	Standardized	Sig	coefficient Partial correlation
	(B)	Error	Beta		
X_1	0,178	0,069	0,180	0,011	0,249
X_2	- 0,190	0,065	- 0,206	0,004	- 0,279
X_3	0,999	0.081	1,005	0,000	0,775
Constant	= 0,016	F	= 889,782		
R Square	= 0,964	Sig	= 0,000		
R	= 0,982				

Source: Appendix Data SPSS version 21.0, the data is processed

Based on the analysis in Table 3.1 above, the model obtained regression equation as follows:

$$Y = 0,016 + 0,178 X_1 - 0,190 X_2 + + 0,999 X_3$$

Based on these equations, it can be described as follows:

1. Constant of the regression line of intersection is 0,016 with y-axis that shows the level of motivation of working when all free variables, i.e., Transformational Leadership (X_1), (x_2) work stress, Organizational Commitment, and (X_3) and 0.

2. Transformational Leadership Variables (X_1) has a positive regression coefficient, Transformational Leadership means if the variable is increased by one unit of the motivation of working (Y) increase of the value of the coefficient of regression 0,178; assuming other free variables are fixed.

3. Work Stress Variables (X_2) has a negative regression coefficient, meaning if the variable work stress declined by one unit of the motivation of working (Y) decreased by the value of the coefficient of regression 0,190; assuming other free variables are fixed.

4. Organizational Commitment Variable (X_3) has a positive regression coefficient has meaning if the variable Organizational Commitments increased by one unit of the motivation of working (Y) increase of the value of the coefficient of regression. 0.999

5. multiple correlation coefficient Values or multiple regression (R) based on the results of the analysis is 0,982. This coefficient indicates the level of relations (correlations) between the free variables with variables bound. The high value of R, i.e. 0,982; shows that there is a strong link between all the free variables with variables bound.

6. The coefficient of multiple determination $(R2)$ is of 0,964. This means were 96.4% the level of motivation of working shortly is determined by the changes throughout the free variables are examined, with the remaining 3.6% the level of motivation of work are still determined by other variables not examined.

4.2. Discussion

Based on the test results by statistic shows that:

4.2.1. There is a positive and significant effect of transformational leadership on employee motivation. Evidenced by the count variable t = 2,587 transformational leadership with a value of sig. 0,011; transformational leadership means having an impact on the motivation of working.

4.2.2. There is significant stress and negative influence on employee motivation. Evidenced by the variable count stress = t-value sig 2,920.0,004; that stress has an impact on the motivation of working.

4.2.3. There are positive influences influence and significant commitment to organizational motivation. Evidenced by the count variable t = organizational commitment to the value of the sig 12,329.0.000; organizational commitment means having an impact on the motivation of working.

4.2.4. There is a positive and significant effect of transformational leadership, stress, organizational commitment and motivation to work. The test results proved by f = 889,782 F calculate earned value sig. 0.000.

This is in accordance with statement Bryman (1992) that the various organizational behavior research shows that transformational leaders positively related to employees 'satisfaction, the reported effort by myself and work achievement. Similar results have been reported in some studies (Avolio, Bass and Bass, 1988, *et al.,* 1987, Conger and Kanungo, 1987) from a variety of samples and organizational setting. This might explain why research in transformational leadership consistently claim to be more effective compared to other leadership styles (Dubinsky *et al.,* 1995).

Some studies have also documented the important relationship between transformational leadership and operations of the organization. Transformational leadership has been associated with various results, such as employee commitment to the Organization (Barling, Weber, & Kelloway, 1996) and job satisfaction and satisfaction with the leader (Koh, Steers, & Terborg, 1995; Lowe & Kroeck, 1996). Bryman (1992) found that transformational leadership is positively related to a number of important organizations including the perceived extra effort, the behavior of the citizens organization, and job satisfaction. According to Trice and Beyer * (1993) and Schein (1985), the leadership can change and maintain organizational culture by producing new or strengthened set of established beliefs, shared values, practices, and norms in the organization. Trust in the workplace is another result that developed through the leaders of the organizations (Creed & Miles, 1996; Shaw, 1997). Literature about the trust pointed out that it is the main feature in the relationship that transformational leaders have with their followers (Butler, Cantrell, & Flick, 1999; Gillespie & Mann, 2000; Podsakoff, MacKenzie, & Bommer, 1996).

5. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of analysis and hypothesis testing using the SPSS statistical program version 21.0 of 105 respondents can be concluded that the hypothesis that researchers ask reads that:

5.1.1. Transformational Leadership influence significantly to Employee Motivation at PT. Satriagraha Perfect

5.1.2. Work stress influence significantly to Employee Motivation at PT. Satriagraha Perfect

5.1.3. Organizational Commitment affect significantly to Employee Motivation at PT. Satriagraha Perfect acceptable and proven to be true. This can be evidenced by the results of the analysis of the data shows the value of the correlation (R) of 0,982 that belongs to the category has a very strong influence, and values the determination of R Square (R2) of 0,964 which means very strong influence of were 96.4%.

In the test results and a positive influence there is f significantly between transformational leadership, work stress, organizational commitment and of motivation. The test results proved by f = 889,782 F calculate earned value sig. = 0.000.

For hypothesis testing using t-test that generates significance value (Sigs.) of transformational leadership to 0,011; 0,004 to work stress; and organizational commitment to 0.000 with significance level 5% or 0.05 significance value (Sigs.) significance level < (0,011 transformational leadership to 0.05 <; 0,004 0.05 to work stress <; and for the commitment of 0.05 0.000 < organizational). This result suggests rejecting Ho and receiving Ha.

5.2. Any suggestions

Of the above conclusions, the researchers will give you advice to Perfect Satriagraha PT in order to consider the company in carrying out operational activities of the company with the best. As for suggestions that researchers pointed out, among others:

5.2.1. The role of a leader is very important in survival and success in realizing the goals of the company, so that the leader should be able to influence his subordinates to help achieve those goals without ignoring the wishes of a subordinate. With the existence of reciprocal, then work the motivation of subordinates could be increased.

5.2.2. In coping with work stress experienced by employees, the company should pay attention to and maintain the stability of the work stress to employee motivation in working optimally.

5.2.3. in research results, organizational commitment of employees already look very good, that need to be payed by the company was merely noting that commitments already ingrained in employees is not declining. So they don't lost motivation in work.

5.2.4. From the point of view of research, literature review opens the door for further research on the perception of transformational leaders influence subordinates on this and other organizational outcomes. Further research should also be conducted to investigate the effects of transformational leadership on organizational climate. Organizational culture and climate "has been seen as different, a function or a reaction to one another" (Hughes, Ginnett, & Curphy, 2002). The study should determine whether or not the effect of transformational leadership on organizational climate is congruent with or stand in contradiction with the influence of transformational leadership on organizational culture. From a practical view, this literature review transformational leaders can help identify areas where their particular leadership style has proven to be most effective for the organization. This literature review can also help these leaders better align their leadership skills with goals and values of the organization so that their influence throughout the larger organization and generate the highest level of results for the organization

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