

# Employee Job Satisfaction: The Effect of Transformational E-Leadership

Muhammad Tamar<sup>1\*</sup>, Nur Fajar Alfitra<sup>1</sup>, Febryana Utami Aras<sup>1</sup>, Muh. Ikhsan Rahmat<sup>1</sup>, Fitriani<sup>1</sup>, Rezky<sup>1</sup>, Nurul Fatimah<sup>1</sup>, Muh. Albar<sup>1</sup>, Ainun Saadah<sup>1</sup>, Taha Shabbit<sup>2</sup>, Duratul Ain Tholibon<sup>3</sup>, Denok Sunarsi<sup>4</sup>

<sup>1</sup> Department of Psychology, Medical Faculty, Universitas Hasanuddin, Indonesia

<sup>2</sup> Federal Urdu University, Karachi, Pakistan

<sup>3</sup> School of Civil Engineering, College of Engineering, Universiti Teknologi MARA Cawangan Pahang, Malaysia

<sup>4</sup> Department of Management, Faculty of Economics and Business, Universitas Pamulang, Indonesia

\*Corresponding author. Email: [muh.tamar@unhas.ac.id](mailto:muh.tamar@unhas.ac.id)

## ABSTRACT

This study aimed to determine the contribution of perceptions of transformational leadership applied by E-leadership to employee job satisfaction while working from home during the Covid-19 pandemic. This study used a quantitative approach with purposive sampling. Data were collected from 152 respondents by using the Multifactor Leadership Questionnaire (MLQ) and Job Satisfaction Survey (JSS) scales. The collected data were analyzed using a simple linear regression test and obtained an F value of 0.709. The significance of the F value is greater than the 0.05 standard, which means that H<sub>0</sub> is accepted. It can be concluded that the result of this study is transformational leadership cannot affect job satisfaction with the appliance of E-leadership. Other factors may influence the job satisfaction which can be further studied.

**Keywords:** transformational leadership, job satisfaction, work from home, E-leadership

## 1. INTRODUCTION

Working from home is one of the unavoidable changes during the Covid-19 pandemic. Most organizations' employees do their tasks and are responsible far from the office, which might bring uneasy feelings, especially employees who never work from home. Adaptation to the new work environment and situation that is working from home or WFH is essential both for the employee and organizations.

One of the important aspects that must be maintained during adaptation in a new work environment (in this case, working from home) is employee job satisfaction. Although the responsibility and task remain the same, WFH might reduce employees' satisfaction with their jobs since they work solely far from their co-workers and supervisors or leaders. The presence, support, and communication with co-workers and leaders are essential aspects of job satisfaction since they can increase or decrease job satisfaction itself [12]. Job satisfaction itself can be defined as the positive feeling towards an employee's task or responsibility. Thus, an employee satisfied with their job might have a positive feeling about their

job, which can bring positive or desired results from their task even though they are in an unfamiliar environment.

Adaptation to the new work environment not only occurs at the associate level of the employee, the supervisor or leaders also need to adapt to the change. Conducting e-leadership is essential during work from home since many communications happen thru the internet (email, social chat, internet phone, etc.). E-leadership can be defined as a leadership activity that occurs in the electronic environment, in which supervisors still fulfilled their responsibility in the digital environment by combining traditional and digital methods [1],[14].

A leadership style that is in line with the change is transformational leadership and might be suitable during WFH. With transformational leadership, a leader can adapt and make some changes based on the current situation. Furthermore, transformational leadership also can inspire and lead their subordinates and employee to become better at their task. Several previous studies show that

transformational leadership tends to improve employee performance [6]. This is important for organizations, especially during WFH, since employees work in an unfamiliar environment. The influence of transformational leadership lies in the leadership style of that ability to create a supportive and conducive environment [4] which came from their confidence in affecting their employee' behaviors [7]. Thus, including employee job satisfaction.

During work from home, where certain things change for the employee, maintaining their job satisfaction can be done by transformational leadership. Although job satisfaction can be affected by several factors such as gender [11] and age [8], the presence and communication pattern of a leader can affect employees' job satisfaction [12]. Transformational leadership is seen to be an effective way to maintain or even increase it, especially during work from home [5],[13] where the communication is held virtually [10] and the environment is not controllable [13].

This present study aims to examine the role of transformational leadership on employee job satisfaction. Thus, the specific type of transformational leadership in this context is e-leadership since the communication between employees and their leader occurs thru technology, and the internet helps.

*Hypothesis: Transformational leadership perception with the e-leadership application will contribute to employee job satisfaction while working from home during the Covid-19 Pandemic*

## 2. METHOD

### 2.1. Procedure and Participant

The present study used a quantitative research design where the data were collected directly by the researchers from 331 employees from Celebes Island, Indonesia. The survey was conducted using an online platform (google form) and was held from March to May 2021. The sampling method in this study was purposive sampling, and the numbers were determined by power analysis using the G\*Power 3.1 software. With the  $\alpha$  level of .05, power of .95, medium effect size (.15) and one predictor regression, the estimated sample size needed for this study was 89 participants.

A total of 331 employees completed the online surveys from several companies in Celebes Island, Indonesia, either from a public company or state-own company. From the total 331 respondents, only 152 employees who did WFH during pandemic Covid-19 were selected for the hypothesis testing. Among completed employees, 39% work for a state-own

company and 69% work for private companies. As for their intensity working from home, only 8% fully worked from home, 14% worked from home for 3 to 4 days, 29% had a permanent shift to come to the office, and 49% almost fully worked in the office.

### 2.2. Measurement

**Multifactor Leadership Questionnaire (MLQ);** Multifactor Leadership Questionnaire is a Transformational Leadership Measurement based on Bass and Avolio's theory. Multifactor Leadership Questionnaire is designed to measure employee perspective toward the supervisor's leadership style and consists of 12 items of four elements: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. This study used the adapted and translated version of MLQ by Nurfachriza (2018). The adapted version has an items factor loading range and t-value  $>1.96$ . Using 204 respondents to measure the validity of the construct of the transformational leadership scale. Only 11 items have factor loading  $>0.5$  and t.value  $>1.96$  with RMSEA .64. After eliminating one item that has a factor loading value below  $<0.5$ , the RMSEA value change to .057

**Job Satisfaction Scale;** Job Satisfaction Scale (JSS) Based on Spector Theory was adopted by Prayogo (2012). Job Satisfaction Scale consists of 17 favorable items and 19 unfavorable items with six response options. Job Satisfaction Scale measures nine elements is job, salary, promotion, supervisor, co-workers, benefits, rewards, procedures and arrangements, communication. Using 204 respondents to measure the validity of the construct of the Job Satisfaction Scale. 27 items have factor loading  $>0.5$  and t-value  $>1.96$  with RMSEA .118. After eliminating nine-item that has a factor loading value below  $<0.5$ , the RMSEA value changed to .094.

### 2.3. Data Analysis

The data from 152 employees were statistically analyzed with linear regression analysis. The assumptions of the test were fulfilled, both normality test and linearity test. The data were normally distributed with Kolmogorov-Smirnov test value above .05 (sig. .839), and it was also linear with deviation from linearity above .05 (.715). The statistical analysis was performed using SPSS v.25 for Windows.

## 3. RESULT

Based on the results of the descriptive statistical analysis of the *transformational leadership* variable,

the researcher normalized the scores using the mean and standard deviation of the Transformational Leadership Questionnaire (TLQ) scale. In the descriptive data table above, the mean value of the TLQ scale is 41,07 and the standard deviation is 10,560.

Based on the results of the descriptive statistical analysis of the *Job Satisfaction* variable, the researcher normalized the scores using the mean and standard deviation of the Job Satisfaction Scale (JSS). In the

descriptive data table above, the mean value of the JSS is 106,4 and the standard deviation is 16,845.

The Linear Regression Analysis shows *F Value* 0,291 with a significant value of 0,592 ( $>0.05$ ); these values show that the analysis result is insignificant. The analysis also shows *R Square* .002 and Adjusted R Square -.005. This value shows that the contribution of transformational leadership with job satisfaction simultaneously is 0.5%, the remaining 99.5% job satisfaction variants explain the other things besides transformational leadership.

**Table 1.** Statistic descriptive

<i>Variable</i>	<i>Min. Value</i>	<i>Max. Value</i>	<i>Mean</i>	<i>SD</i>
<i>Transformational Leadership</i>	19	61	41,07	10,560
<i>Job satisfaction</i>	77	144	106,4	16,845

**Table 2.** Linear regression analysis

<i>Variable</i>	$\beta$	<i>t</i>	<i>R</i>	<i>R</i> <sup>2</sup>	<i>F</i>	<i>Std. Error of the Estimate</i>
<i>Transformational Leadership*Job Satisfaction</i>	-.044	-.539	0.44	.002	.291	.591

Note: *N*=; dependent variable=*Organizational Citizenship Behavior*; \*\*\**p*< .001, \*\**p*< .01 and \**p*< .05; Significance of estimates was based on a 95% confidence of interval.

**4. DISCUSSION**

Since March 2020, the Republic of Indonesia has set Government Rules about Large-scale social restrictions as a step to minimize infection of Covid-19. Consequently, all activities should be done from home, including work. Therefore, employees should be adapted to this new situation, especially the leader needs to think of new strategies to keep the employee performance still going effectively. The adaptation process to situation change is required to maintain employee job satisfaction although work did from home. Leadership is considered one aspect that influences employees' employees' job satisfaction [12].

Based on the regression test, it was obtained that only 0.5% of transformational leadership perception contributes to job satisfaction; therefore, the perception of transformational leadership is not influenced employee job satisfaction on Celebes Island, Indonesia. According to the job satisfaction theory, other factors influencing job satisfaction except leadership style are job, salary, promotion, co-workers, benefits, rewards, procedures and arrangements, and communication [12]. Furthermore, it seems employee perception of transformational

leadership to their leader was dominated on medium ranging (51 respondents), whereas for describing influence transformational leadership perception accord to job satisfaction is required to high and very high rank.

Some of the other things behind the results of this study are its overly broad range, including differences in work status and the type of company and job location, while the application of transformational leadership from one workplace is different from another that can be influenced by the values and culture of the organization or workplace. Thus, it can be said that transformational leadership is contextual that cannot be equated with its application between one organization and another organization.

In addition, the results of the Hoyt & Blascovich study [6] related to the comparison of transformational and transactional leadership in physical and virtual environments stated results that are not much different. In this study, it is explained that group members, in this case, employees tend to be more satisfied with their leaders when interacting directly (in a physical environment) than virtually [6]. Based on the study results, it can be known that transformational leadership in this study does not have

a significant effect on job satisfaction can be caused by interactions made between leaders and employees are done indirectly (through virtual). So that the transformational leadership style for employees in Sulawesi seems to be significant when applied while the interaction between leaders and employees is done directly (in the physical environment), it can also be a recommendation for further research.

## 5. CONCLUSION

Based on the result of this study, the conclusion is there is no contribution of transformational leadership perception that what applied to e-leadership towards employee job satisfaction in the South of Sulawesi who did work from home during Covid-19 Pandemic. Behind the result are other factors that affect employee job satisfaction, and one of them is the workplace.

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