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Research paper

Employee Satisfaction Building Through Transformational Leadership and Organizational Culture

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Abstract

ASEAN Economic Community / AEC has made the competition even more sharply and pooling of regional economy exposes the company in increasingly competitive, and dynamic. These conditions require companies to utilize all available resources in order not to lose out in the global competition. Human resources is one of the resources owned by the company among several other resources and a vital corporate assets that are expected to utilize all the potential available in the company. This research was conducted at PT Bangkitgiat Usaha Mandiri (PT BUM) is a company engaged in the cultivation and processing of palm crude palm oil (CPO) is located in the city of East Waringin Central Kalimantan. The company's performance is inseparable from how the business and what has been done by employees. Therefore, the company must seek a way in order to satisfy employee. Meanwhile, to satisfy the employees, the role of transformational leadership, organizational culture plays an important role. This Research wanted to know how the influence of the independent variable leadership, organizational culture on employee satisfaction as the dependent variable. This research will contribute in increasing employee satisfaction to the firm. This paper is still conceptual framework and will be continued to be a research proposal as part of the writing of a dissertation.

Keywords: *transformational leadership; corporate culture; employee satisfaction*.

1. Introduction

The intense competition in the Era Hyper competition and done to the AEC / AEC has brought the company to the increasingly tight competition, so companies need to implement the right strategy for the company to remain competitive and not lose out in the global competition.

Condition competition time this even already reach extent that very intensive for some sector industry, something condition that often called as condition hyper competition, so that any company or organization that is run by the business principles have to struggle with the strategy and the best method at their disposal in order to pursue a degree in parallel with other companies that had advanced. This matter could do with use all potential source power best that they have.

Human resources is one of the resources owned by the company among some other resources. He is an asset of companies with the most potential and most vital is expected to utilize all the potential available in and around the company. Through the management of human resources is the right company can be managed properly and correct in effective and efficient heading on something aim that already defined by the company. The company's success is determined by the performance of the employee and the employee start from level that most low to with level that most high in in structure company. If every employee in every line capable do good job by contributing in accordance with the capacities and capabilities, then almost could ascertained company will experience Very significant performance improvement.

Thus, efforts to improve the performance of the employees is a top priority for any company that wants to remain a lasting, competitive, or even surpass company other in one sector industry.

Companies PT Bangkitgiat Usaha Mandiri (PT BUM) is a company engaged in the cultivation and processing of palm *crude palm oil* (CPO) is located in the city of East Waringin Central Kalimantan Province. The company has operated since 1998 with amount employee as much as less 6000 persons, company this constitute business solid creation that absorb power from with the conditions of competition in the country what it is today, a company must be managed by principles modern business, because however too, for could survived organizations must supported with operational cost that adequate as the consequences of program and business activity that run. With thereby company mentioned must apply strategy business that visionary with program and activity that relevant to towards the achievement of the objectives of the company. Judging from the development, over the last five years the company shows performance more advanced, it can view of productivity that increase from year to year.

Behind the improved performance of course there is the role of human resources that have good performance, while the performance of human resources could be triggered by some factor, for example by motivation work, leadership, amenities work, and that should not be overlooked is the factor of employee satisfaction.

Satisfaction is a psychiatric condition in the form of pleasure, well-being and security. Attention to satisfaction employee usually fulfilled through the provision amenities that nature physical, either the form fund welfare for employees or provision all amenities other that be required employee in implementation duty or outside implementation task. fulfillment needs physically, very important because needs this constitute needs basic for individual

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human. But can not denied that needs human no solely lies in needs physical. There side other from trend human that cover needs psychic, even if needs basic already met, then human already start for more placing the needs of the non-material (1).
Someone would achieve if the conditions are satisfied the individual has reached a goal or have been able to fulfill a wish (2). While the desire of individual human beings is very variable, ranging from a desire that is material to on desire that is immaterial. refer on concept Maslow, desire / motivation human cover motivation physiological, motivation security, social motivation, motivational reward and motivation for self-actualization(3). Thus, the satisfaction of a human being is determined by how much the human desire is successfully fulfilled, either by himself or by an external party.
Meanwhile, the need for security in Maslow's hierarchy of motivational style, can be met through the facility or old age security program, health insurance, facility security and safety and so on. These factors have also been identified as having influence to formation satisfaction employee (4) and simultaneously increase employee performance.
The role of leadership can't be overlooked in growing and maintaining employee satisfaction. A leader who is able to read the wants and needs of employees for the next sought various ways to meet those needs and wants.
Humans need people who can organize and raise them for the purpose. These people are the ones who have the leadership qualities Baltaci, et. al (5), one of which is the transformational leadership.
Components of transformational leadership (charisma, individual consideration, intellectual stimulation)(6). Transformational leaders also help employees to be more creative, innovative and bring new ideas as it allows organizations to grow competitive and adjust to changes in the external environment (7).
Leaders will thus improve the quality of communication among employees, while also able to develop patterns of relationships that could spark satisfaction employees.
In framework achieve performance that high, organization could develop habits good, so that created pattern work that harmonious that on finally impact on employee satisfaction. By developing a culture and habits are good then the organization has instilled the basics strong for employee self-development that will sustain the quality of work and their work performance. Cultural organizations also acts as a lubricant which will facilitate relationships between employees, or between employee with boss nor between employee with subordinate. Through system of values and positive habits that is done, then the organization has a code of conduct agreed upon and developed together, ensuring the clarity of pattern behavior for the individual and pattern communication that corresponding. Clarity pattern communication and pattern behavior in general allegedly have influence that significant to satisfaction as well as individual performance. Thus, the organizational culture is an antecedent factor that is essential for employee satisfaction.
Humans are basically always want to progress and change for the better, it is necessary to their development in order to keep up with the demands of work, and this need can be met by the organization through self-development program and potential employees. Thus the variables education and training is one of the important factors that influence on employee satisfaction.
Based on the background the problems outlined above it is clear a variety of factor could take effect to performance employees, but no every factor identified need researched. remember presence limitation and presence various considerations, then variables-variables that assigned for investigated is transformational leadership, culture organization, education and training (Training) to satisfaction employee and its impact on sustainable performance improvement company.
In this research will be discussed on How to Influence Leadership, Organizational Culture, and Training on Corporate Performance through Employee Satisfaction intervening.
However, the increase in the Company's performance taking into account "Philosophy of Business and Paradigm shift" while maintaining the benefit of society and not just self-serving.
As Pilot Project before the dissertation stage of this research will be conducted at PT. BUM. PT BOOM is an agribusiness company which started in 1999 is engaged in oil palm plantations, until today has an area of 35,000 ha ± located in the district of Antang Kalang and Tanjung Jorong, Central Kalimantan. In 2009, PT BUM began operating palm oil mills (PKS) with a capacity of 105 tons / hour.
With a total workforce of about 6,000 people, PT BUM always been committed to improving the HR *(human capital)* are *sustainable* to improve the performance of the company as well the welfare of employees.
In PT BAM started operations planned and maintained its continuity to be further expanded in the future, so some performance targets have been set by palm oil plantations professional standards, including: a. FFB production target of> 30 ton / ha / year; b. CPO yield> 25%; c. Kernel yield of> 4.5%; d. CPO and kernel quality standard; e. Employees and employee welfare.
Based on the background of the problems mentioned above, the purpose of this research is:

1) To know and analyze the influence of transformational leadership on employee satisfaction.
2) To know and analyze the influence of organizational culture on employee satisfaction.
3) To know and analyze the influence of education and training to employee satisfaction.
4) To know and analyze the influence of transformational leadership on enterprise performance
5) To know and analyze the influence of organizational culture on company performance.
6) To know and analyze the influence of education and training to company performance.
7) To know and analyze the influence of employee satisfaction and company performance.

2. Experimental Details

2.1. Literature Review

a. Leadership and Transformational Leadership

Leadership broadly covers the process of influencing in order to achieve organizational objectives, with how to motivate followers, organizing activities to achieve goals, maintain working relationships and teamwork, and seek the support and cooperation of the people outside the group or organization. Also, here presented various ideas such as (8) and (9) as shown in Figure1.

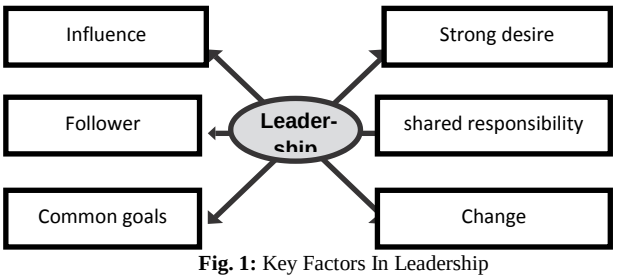

Fig. 1: Key Factors In Leadership

Belias and Koustelios (10), transformational leadership is a particular leadership style applied by superiors who motivate their subordinates to perform at a higher level by inspiring them, offering them the intellectual challenge and attention to the needs of each.
A transactional leader showed goal-oriented attitude and adopt a system of rewards and punishments, while the transformational leaders are intellectual, spiritual and collectivistic(11-13). They pay close attention to the individual needs of their followers and

encourage their personal development, along with their work group goals. In general, the effective leader is considered flexible, offer guidance to employees, but allows them to be initiative and creative. Ineffective leaders, on the other hand, is considered more goal-focused, less care for the individual needs of their subordinates' or absent from the decision-making process. For this reason, the transformational leadership style is considered one of the most effective, implemented in an organization.

b. Organizational Culture

Organizational culture is the totality of the characteristic patterns of behavior and thought patterns of the employees of an organization, faith, service, behavior and actions of employees. While (14), suggest that organizational culture is the value system of the organization and will affect the way work is done and how employees behave(15-18). Davis in Sobirin (2009), organizational culture is beliefs and values that give meaning to members of an institution and make belief and the value as the Code of Conduct in the organization. Also submitted several other opinion (19, 20).

2.2. Education and Training

Is a planned process to change attitudes, knowledge or behavior skills through experience, to achieve effective performance in an activity or a number of activities. The goal, in work situations, to develop individual skills and to meet the workforce needs of the organization, present and future.

c. Employee Satisfaction

Job satisfaction is the number of pleasure or satisfaction felt by employees associated with the job (21). Meanwhile, Danish and Usman in (22), said that job satisfaction is a pleasant emotional state caused by an employee assessment toward his work. It is almost the same as proposed by (23).
Job satisfaction is an emotional attitude of fun because loves his job. This attitude is reflected by the morale, discipline and achievement. Job satisfaction in the job is a job satisfaction enjoyed in the job by gaining praise the work, placement, treatment, equipment and atmosphere of a good working environment (22), as also stated by (22), and several others.
Turnover will tend to be lower if employees feel satisfied, and vice versa if the disgruntled employee *turnover* intentions usually will tend to be high(24); b) The level of absenteeism Employees who are not happy tend to be high levels of absence. They often do not attend work for reasons not logical and subjectively.
Another opinion is expressed on the factors that affect job satisfaction expressed by (25).
Belias and Koustelios (10). Job satisfaction refers to employees' perceptions of their work environment, relationships between colleagues, revenue and promotional opportunities. Job satisfaction, on the other hand, is defined as an unpleasant emotional state or positive, is derived from the appreciation of the employee for his / her job or work experience. The results showed that the behavior of the organization, such as warmth between employees, mutual trust, respect and the relationship between the employee and the employer can be a significant predictor of job satisfaction experienced by employees.

d. Company Performance-Based Sustainable The Triple Bottom Line

Lebans and Euske (26), argue that the performance is a set of financial and non financial indicators that provide information relating to the achievement of targets and objectives. Furthermore, it is explained that the performance of the organization is the totality of the work achieved an organization. This is supported by (27-31).
Carrol says that ethics is a discipline dealing with what is good or bad and moral obligation. Ethics can also be considered as a set of moral principles or values. Morality is a doctrine or system of moral behavior. "Moral behavior" refers to what pertains to the principles of right and wrong in behavior. Ethics and morality are similar to each other that we might use the terms interchangeably to refer to the study of justice, fairness, and the behavior is right and wrong in business. Therefore ethics organization / business is related to behaviors and practices that occur in the context of good business and bad or right and wrong. The concept of right and wrong are increasingly being interpreted today to include a more difficult question, justice, and equality.
One of the elements of a sustainable company is the ethics of doing business / business.
Definition of ethical business is *a good way of being, for a wise course of action, as it could be practiced by business firm* (32), as well as related to the performance of companies that pay attention to ethics in business.
Ethics organization is a moral values, beliefs, and rules that define the proper way for the organization and its members to deal with each other and with people outside the organization.
According to John Elkington (33) in his book *Cannibals With Forks*, corporations need to consider the dimensions of environmental, social and economic in realizing sustainable development. The concept put forward is the Triple Bottom Line of Twentieth Century Business that basically encourage corporations to consider the factors that generate performance: Profitability, People, and Planet. It means, in addition to the pursuit of profit (in profit), the company must also pay attention and be involved in the fulfillment of public welfare (People) and contribute actively to protecting the environment (Planet).

2.3. Conceptual Framework

a. Transformational Leadership on Job Satisfaction Eployee

Hanaysha, et. al (34), explores the effects of the characteristics of transformational leadership on job satisfaction. Achieving employee satisfaction is very important to keep employees productive and efficient. Therefore, one of the effective ways to improve employee job satisfaction by using the appropriate style of leadership. An effective leader will earn the trust of his followers (35). Transformational leadership of top management has a significant impact on job satisfaction, thereby transformational leadership of top management can serve to improve the market orientation of the organization (36). Transformational leadership is known to be an essential prerequisite for establishing and maintaining satisfactory relationships with employees. There are few studies that have examined the effects of the components of transformational leadership on employee satisfaction for example in the Hospitality Industry Malaysia. The study found that all the components of transformational leadership (charisma, individual consideration, intellectual stimulation) and significant positive effect in influencing job satisfaction of employees in the Hospitality Industry Malaysia (6).
Humans need people who can organize and raise them for the purpose. These people are the ones who have leadership qualities. Companies need leaders to organize employees in order to successfully achieve goals, maintain harmony and harmony in the work, coordination among employees, make predictions, and to maintain the effectiveness of the organization and ensure fairness in the workplace and so forth (5).
Bushra, et al (7). investigated the relationship between transformational leadership and job satisfaction and organizational commitment of employees working in the banking sector from Lahore (Pakistan). Found that transformational leadership have a positive effect on job satisfaction and organizational commitment of employees. Productivity and organizational performance depends on job satisfaction. Other results found that if managers adopt transformational leadership behaviors, they can get a better employee satisfaction and commitment. Belias and Koustelios (37), studying

the relationship between transformational leadership and job satisfaction experienced by the bank employees. Job satisfaction refers to employees' perceptions of their work environment, relationships between colleagues, revenue and promotional opportunities. In the banking sector, transformational leadership has proven to be quite accurate and effective, have a positive effect on several aspects, such as employee performance, job satisfaction and job commitment. While Metwally, et al (38), identifies the relationship between transformational leadership and job satisfaction of employees working in one of the largest multinational FMCGs in the Egyptian context. The findings that transformational leadership have a positive effect on employee satisfaction. Shurbagi (39), investigating the impact of organizational culture on the relationship between transformational leadership and job satisfaction in the National Oil Corporation of Libya (40), wanted to know whether transformational leadership, contributing to employee satisfaction is higher. Thus, delivering transformational leadership and its influence on employee satisfaction is a particular challenge. Ali, et al (41), examines the effect of transformational leadership, organizational commitment, and job satisfaction. Obtained transformational leadership has a significant impact on job satisfaction and organizational commitment.

b. Organizational Culture on Job Satisfaction Employee

Irum Gul, et al. (42), identifies climate influence organizational work close to the organizational culture on employee job satisfaction at Engro Foods Limited Pakistan is taken as a case. The results show that the human relations and open systems have a strong impact on job satisfaction of employees in Engro Foods Limited and no correlation exists between human relations, open system, rational objectives and job satisfaction among employees Engro Foods Limited. Alvi, et al (43), have tried to investigate the organizational culture and its impact on job satisfaction and commitment of employees in the Chemical Sector of Karachi. Sabri, et al (44), the research aims to determine the influence of organizational culture on job satisfaction of teachers of educational institutions public and private sectors namely university in Lahore. In this case study the effects of the type of culture on job satisfaction is a positive and significant. Yuhua, et al. (45), conducting empirical studies on the automotive manufacturing industry in China. The results show that two of the company's internal culture integration, involvement and consistency have been positively affect employee satisfaction.

Organizational culture has been regarded as one of the important core competence of an organization. Individuals, groups and organizations as a whole runs under culture despite being almost intangible. To describe the organizational culture and to explore the relationship between organizational culture and job satisfaction based on the case of a family company China (46). Yusheng (47), examines the effect of organizational culture and organizational justice on employee satisfaction and organizational commitment. The result shows the organizational culture and organizational justice has a direct positive effect on employee satisfaction and organizational commitment. Dammen (48), investigated the possible relationship that exists between the individual level of trust the organization and individual job satisfaction. Also investigated the influence of organizational culture (high performance vs. traditional hierarchical organization) have individual level of trust and job satisfaction.

c. Training on Job Satisfaction Employee

Dardar, et al (48), examined the relation of training and job turnover, as well as job satisfaction and job turnover Libyan oil. Wahyu (49), analyzing the influence of education and training, career development and job satisfaction on the performance of employees at the Department of Education Office of Gowa. Employees with high levels of job satisfaction showed a positive attitude towards the work itself, whereas if people are not satisfied with his work showed a negative attitude towards work. Job satisfaction is an important factor for increasing productivity and employee attachment to the workplace. It is important to identify the factors that affect job satisfaction due to the consequences of the life of organizations and individuals play an important role.

The results showed that the training of human resources and participation has the greatest impact on job satisfaction. The existing empirical evidence on the relationship between education, income and satisfaction. Ganzach (50), of this article suggest that intelligence and education have different effects on intrinsic job satisfaction and pay satisfaction. Jones, et al. (51), analyzed the relationship between training, job satisfaction and performance. Although there is clear evidence that the training is positively related to job satisfaction and job satisfaction, in turn, positively associated with most measures of performance, the relationship between training and performance complex, depending on the specific measures of training and performance used in the analysis. Adesola, et al (52), this study examined the relationship between staff training and job satisfaction among bank employees Nigeria. The results showed that the training staff has a significant positive relationship with job satisfaction.

d. Transformational Leadership Against Corporate Peformance

Ghafoor, et al (53), examined the relationship between transformational leadership, employee engagement, and employee performance, showed a significant relationship between transformational leadership, employee engagement practices and employee performance. Furthermore Hsin Kuang, et al (54), the purpose of research to explore the effects of transformational leadership, organizational culture and job satisfaction on organizational performance. Another result showed that there is a direct effect of the positive and significant relationship between transformational leadership on employee performance. Huey-Wen (55), explores the relationship between transformational leadership style, cognitive trust and collective efficacy and impact performance variables.The research aims to examine and determine the effect of transformational leadership, integrity and confidence in the leadership behavior in improving HR performance. As well Garnasih and Pramadewi (56), the purpose of research to analyze and examine the effect of transformational leadership and transactional leadership on the performance lecturer at the Faculty of Economics, University of Riau partially (individual test) and simultaneous (overall test).

e. Organizational Culture Performance Against Company

The results of the Aktau (57), shows the organizational culture associated with several dimensions of organizational performance eg efficiency of the organization of (58). Cultural organizations have an impact on industrial metals to improve the performance and effectiveness of the organization. Ahmed and Shafiq (59) Want to know the impact of organizational culture on organizational performance Findings show that all cultures affect different perspectives of organizational performance. Shu-Hung (60), assessing and measuring the current business organizations with information technology (IT) organizational culture and organizational learning mediate with knowledge management will affect the performance.

Research by Hsin Kuang, et al (54), aims to explore the effects of transformational leadership, organizational culture and job satisfaction on organizational performance. Also to examine the relationship between transformational leadership, organizational culture and performance, and to investigate whether transformational leadership and organizational culture will affect performance through employee satisfaction. Olanipekun, et al (61), revealed that organizational culture has an influence on performance. Found that the quantity surveying companies can be more efficient and achieve sustainable performance if they focus their attention

on those elements that improve the performance of their organizations. Ehtesham, et al (62) the aim is to broaden the knowledge base and test empirically the relationship between culture and performance management component of the organization. Organizational culture has a significant positive correlation with performance management practices.
Indayati and Rofiaty (63), analyzing the effect of employee engagement, organizational culture, and leadership style on organizational commitment in improving performance. The results of the analysis proved that there is a positive influence significant between employee engagement, organizational culture and leadership style on organizational commitment, except that there is a positive influence significant between employee engagement, organizational culture, leadership style and organizational commitment to employee performance. While Shahzad, et al. (64), define and measure organizational culture and its impact on organizational performance, through the analysis of existing empirical studies and models connect to the organizational culture and performance. found that organizational culture has a profound impact on various processes of the organization, its employees and its performance. As well as Ogbonna and Harris (65). discuss the nature of this relationship and presents empirical evidence to show that the relationship between leadership style and performance is mediated by cultural forms of organization.

f. Training To Performance Company

In this study was from a comprehensive literature review. The results showed that the Training and Development, On The Job Training, Training Design and style of leadership has a significant influence on Organizational Performance (66). Training and development is a continuous process in improving employee performance. This is an attempt to improve the performance of their current and future through the training means that training needs is a systematic process to change employees' behavior in the direction to achieve organizational goals (67). Therefore, top management realized the importance of investing in training and development for improving the performance of employees (68).
Research Odhon and Omolo (69), wanted to know the relation of human capital on Organizational Performance Pharmaceutical Company in Kenya. The independent variables include: training, education, knowledge management and skills development. Finding a positive significant relationship between human capital investment and organizational performance. The study recommends the provision of quality education, training, relevant to the needs of industry.
Shaheen (70), to visualize the importance of training for school teachers and analyze the relationship between training and teacher performance. Sultana, et al (71), practical training in Pakistan Telecommunications Sector examined to determine their impact on employee performance. The result is that if an organization to invest in the right type of employee training can improve employee performance and competency and skills. Dabale, et al. (72), Success or failure of an organization depends on the quality of human resources and training to be an integral part of the strategy to integrate human resource management with the organization's business strategy. Therefore, this study aimed to determine the relationship between training and performance of employees in the City Council Mutare, Zimbabwe. This study confirms that there is a positive relationship between training and employee performance.
Research Kotur and Anbazhagan (73), different performance levels of the workers in the factory located in Sugar Chittoor town of South India. It was also learned how education and work experience affects the level of performance of the workers in the company. Studies can be understood that the two variables under investigation has a direct effect on the performance of the workers to varying degrees.

g. Employee Satisfaction Performance Against Company

Job satisfaction is an emotional state that is pleasant or positive results from an assessment of a person's job and work experience. The higher the level of satisfaction that a positive attitude towards work and commitment to the organization and improve the performance of individuals (74). Job satisfaction and organizational commitment is a major problem in the Human Resources Rehman, et al. (75). The attitude of the employees is very important for management to determine the behavior of workers in the organization. Usually the employee assessment is that "A satisfied worker is a productive worker". If employees are satisfied it will create a pleasant atmosphere within the organization to perform better and more efficient, therefore, job satisfaction and its relationship with organizational performance has been a major topic for research studies (76). The productivity and organizational performance depending on job satisfaction and organizational commitment of employees, with transformational leadership (7). employees who are satisfied usually productive than their counterparts who are not satisfied (77). Research Gao-Liang, et al., (78), aims to test and understand the impact of job satisfaction, organizational commitment to the insurance company's operating performance properties listed in Taiwan. The results showed as follows: (1) employee satisfaction creates a positive effect on the operating performance of listed property companies in Taiwan. Naseem, et al., (79). It is also tried to identify the impact of employee satisfaction on the performance of the organization of higher education centers in Mogadishu, Somalia.
Of the research framework above, the framework can be described as follows:

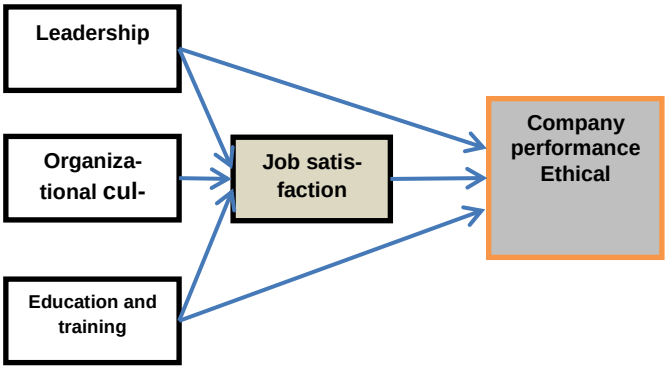

Fig. 2: Conceptual Framework

3. Methodology

This study is the use of qualitative and quantitative methods (mix method - MMR). Quantitative will be analyzed using Structural Equation Modeling (SEM), while for qualitative methods will be using NVIVO.
The unit of analysis in this research is the company and employees with a number of respondents 200 respondents with probability sampling. Type of data used is primary data, where the data came from questionnaires distributed to respondents. Before making the necessary operational questionnaire variables that will identify any indicators of each variable,

4. Conclusion

The conceptual framework of this study is to discuss how the influence of transformational leadership on employee satisfaction, the influence of organizational culture on employee satisfaction, Education and Training influence on job satisfaction of employees, the influence of transformational leadership on enterprise performance, the influence of organizational culture on company performance, Education and Training influence on corporate perfor-

mance and influences of employee satisfaction and company performance.

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