TRANSFORMATIONAL LEADERSHIP AND KNOWLEDGE SHARING ON EMPLOYEE EFFICIENCY MEDIATED BY EMPLOYEE SATISFACTION

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ABSTRACT
Along with the development of the logistics industry, of course, this requires companies to increase competitiveness in various ways. Some of the ways that can be done are to increase employee job satisfaction for work efficiency to get better. However, there are still related problems, namely a poor leadership system and a lack of employee social interaction. This study aims to examine and analyze the relationship between transformational leadership and knowledge sharing on employee efficiency mediated by employee satisfaction with the employees of PT Surya Madistrindo in Jakarta. The sample used in this study amounted to 138 respondents and was collected by purposive sampling. The test was carried out using the Structural Equation Model (SEM) method. The result of this study is that transformational leadership has a positive relationship with employee efficiency, with a result of 79.1%, and is mediated by employee satisfaction with an outcome of 55.9%. It can be concluded that the leadership should provide advice and motivation directly to employees to improve their work efficiency. At the same time, knowledge sharing positively correlates with employee efficiency with results of 40.3% and is mediated by employee satisfaction with results of 58.4%. It can be concluded that leaders should hold events that increase social interaction between employees with the hope that employees will feel satisfied and create good work efficiency.

INTRODUCTION
The logistics industry is enjoying such rapid growth and has become an essential part of supporting development in all fields. The logistics industry has extensive knowledge of the supply chain elements, so it can meet strict deadlines and create an organized system for delivering goods (Liker & Wu, 2006). Currently, the Indonesian government is carrying out access equalization projects throughout Indonesia. It is marked by a relatively rapid growth in the infrastructure sector and budget additions, which rose to 415 trillion Rupiahs, an increase of 5 trillion compared to 2018. According to data from the Ministry of Transportation monitoring results related to 223 projects and three programs registered with the National Strategic Project (PSN), in 2018, 32 projects were said to have been completed. Until semester I of 2019, 16 additional projects have also been completed. As of 2019, 48 projects have been completed.

Infrastructure development has become a positive thing for the development of the logistics industry in Indonesia (Negara, 2016). Each company needs to manage the distribution of products of such enterprises. PT Surya Madistrindo (SM) is a company owned by PT Gudang Garam Tbk. to distribute Gudang Garam cigarette products with three other distribution companies. In 2009, SM was asked to become the sole distributor controlling the distribution strategy and field marketing in all regions of Country Indonesia. Surya Madistrindo has developed into a
professional and modern cigarette distribution company. From only a few thousand employees, SM has been followed by human resources of approximately 11,000 people spread across 12 regional representative offices and more than 68 area representative offices in Indonesia.

<table>
<thead>
<tr>
<th>Table 1. Employee Growth Data of PT. Surya Madistrindo (SM) Jakarta</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regional Office</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Head Office</td>
</tr>
<tr>
<td>Jakarta</td>
</tr>
</tbody>
</table>

To compete with other companies, companies must have high employee efficiency, which can be supported by three factors: employee satisfaction, transformational leadership, and knowledge sharing (Dwivedi et al., 2020). It is so that the logistics company can compete with other logistics companies and can master the logistics market in Indonesia.

In a logistics or expedition company, efficiency is essential because it can ensure an even flow of goods and services in complex supply chain systems (Dubey et al., 2015). On the other hand, the lack of knowledge of employees in completing work as part of the lack of good communication between employees is a factor that determines the creation of good employee efficiency (Halawi & Haydar, 2018).

Employee performance within the organization has been widely recognized as determined by employee satisfaction (Mafini & Pooe, 2013). The organization's image will increase with employee satisfaction because satisfaction encourages them to be more productive and will continue to improve their performance (Jehanzeb & Mohanty, 2018). It can be anticipated by holding a satisfaction survey to find out what employees want or what is lacking in the company where employees work, such as job support facilities or lack of motivation in doing work (Paais & Pattiruhu, 2020). Hence, leaders can discover the causes of dissatisfied employees in their work.

Employee efficiency can be hampered due to many factors, the most common is internal competition, lack of attention from managers, and excessive work pressure, so a leadership style in the organization is needed (Bergmann et al., 2017; John-Eke & Akintokunbo, 2020). In improving employees' efficiency, an effective leadership style is necessary. Transformational leadership is very effective (Dwivedi et al., 2020).

According to the opinion of Dwivedi et al. (2020), in addition to transformational leadership, knowledge sharing is also a factor in increasing employee efficiency. Knowledge sharing is vital in the success or failure of a knowledge management strategy (Ganguly et al., 2019), in which knowledge lies in the individual and is created by individuals (Antunes & Pinheiro, 2020). According to Dwivedi et al. (2020), knowledge sharing is essential to growing employee efficiency in the company. Knowledge sharing carried out between employees results in achieving goals efficiently as expected (Abualoush et al., 2018). Knowledge is a valuable asset that provides a mutually beneficial competitive advantage for employees and organizations (Varadarajan, 2020).
Through organizational efforts, knowledge sharing can be done with other organization members to produce employee efficiency (Nisar et al., 2019).

The purpose of this study is to analyze the relationship between transformational leadership to employee satisfaction; knowledge sharing of employee satisfaction; transformational leadership towards employee efficiency; knowledge sharing of employee efficiency; employee satisfaction with employee efficiency; transformational leadership toward employee efficiency mediated by employee satisfaction; and knowledge sharing of employee efficiency mediated by employee satisfaction.

**METHOD**

This research used a case study survey at PT Surya Madistrindo (SM). The research method used is the hypothesis testing method by using descriptive methods.

In this study, the population taken was 210 respondents consisting of PT. Surya Madistrindo in Jakarta. The method used to collect samples is nonprobability sampling, which uses convenience sampling techniques during the sampling process. Convenience sampling needed in this study were respondents of PT. Surya Madistrindo is located in Jakarta. This research was carried out for about one month for preliminary research and preparation of thesis proposals as well as for trials of field research instruments and final reports, starting around July 2021.

One of the methods used in determining the number of samples is to use the Slovin formula:

\[ n = \frac{N}{1 + Ne^2} \]

Information:
- \( n \) = Number of Samples
- \( N \) = Total Population
- \( e \) = Fault Tolerance Limit

Thus: \( n = \frac{210}{1 + (210 \times 0.05^2)} \)

\[ n = 210 / (1 + (210 \times 0.0025)) \]
\[ n = 210 / (1 + 0.525) \]
\[ n = 210 / 1.525 \]
\[ n = 137.704 = 138 \text{ respond} \]

The relationship of problems then was processed data and then concluded, so this process requires data collection techniques, including the field research process (Questionnaire) and library research. The questionnaire contains questions with answers in the form of a Likert scale. Before analyzing the hypothesis, the overall fit model is assessed first, so the model used can describe a cause and effect correlation. Then the goodness of fit model fit testing was carried out.

**RESULT AND DISCUSSION**

From the results of the model suitability test, it is stated that the model is feasible to be tested for hypotheses. In making hypothesis test decisions, it is carried out by comparing the p-value with a significant level of about 0.05 (error rate \( \alpha = 5\% \)) and a confidence level of 95%. The basis for
determining the hypothesis decision is: (a) if the p-value of $\leq 0.05$ so that Ho is said to be rejected, it means that it has a significant relationship between the two variables. (b) if the p-value is $\geq 0.05$ so that Ho is said to have failed to be rejected (Ho is accepted), there is no significant relationship between the two variables.

The purpose of hypothesis testing is to be able to answer the problems that have been proposed in the study by rejecting the null hypothesis (Ho). The alternative hypothesis (Ha) is said to be acceptable. Then it can be viewed from the significance value of each variable relationship proposed in the study. There are several hypothesis test results, such as those in the following table.

**Hypothesis 1**

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Estimate $\beta$</th>
<th>P-Value (sig)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a positive relationship between transformational leadership and employee satisfaction</td>
<td>0.655</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

*Source: Processed data from questionnaires using AMOS version 25*

The results in Table 1 show that the p-value of 0.000 < alpha is 0.05 with a beta value of about 0.655, so the hypothesis test results are supported, meaning that transformational leadership has a positive relationship with employee satisfaction. Transformational leadership relationships can increase employee satisfaction because the average yield for the indicator amounted to 4.17.

**Hypothesis 2**

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Estimate $\beta$</th>
<th>P-Value (sig)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a positive relationship between knowledge sharing and employee satisfaction</td>
<td>0.689</td>
<td>0.013</td>
<td>Supported</td>
</tr>
</tbody>
</table>

*Source: Processed data from questionnaires using AMOS version 25*

The results in Table 2 show that the p-value of 0.000 < alpha is 0.05 with a beta value of around 0.689, so the hypothesis test results are supported, meaning that knowledge sharing has a positive relationship with employee satisfaction. Employees with a lot of knowledge will easily like work, so they can be maximized at work because the average yield for the indicator amounted to 4.14.
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Hypothesis 3

Table 3. Hypothesis Testing Results 3

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Estimate β</th>
<th>P-Value (sig)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a positive relationship between transformational leadership and employee efficiency</td>
<td>0.791</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

*Source: Processed data from questionnaires using AMOS version 25*

The results in Table 3 show that the p-value of $0.000 < \alpha$ is 0.05 with a beta value of around 0.791, so the hypothesis test results are supported, meaning that transformational leadership has a positive relationship with employee efficiency. The relationship of transformational leadership will make employees increase employee efficiency in working and doing work because the average yield for the indicator amounted to 4.17.

Hypothesis 4

Table 4. Hypothesis Testing Results 4

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Estimate β</th>
<th>P-Value (sig)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a positive relationship between knowledge sharing and employee efficiency</td>
<td>0.403</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

*Source: Processed data from questionnaires using AMOS version 25*

This statement is supported by the results in Table 4, known p-value of $0.000 < \alpha$ 0.05 with a beta value of around 0.403, so that the hypothesis test results are supported, meaning that knowledge sharing has a positive relationship with employee efficiency. Knowledge-sharing relationships can increase employee efficiency because employees with a lot of knowledge will make it easier for employees to work so that work becomes efficient. The average yield for the indicator amounted to 4.11.

Hypothesis 5

Table 5. Hypothesis Testing Results 5

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Estimate β</th>
<th>P-Value (sig)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a positive relationship between employee satisfaction and employee efficiency</td>
<td>0.860</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

*Source: Processed data from questionnaires using AMOS version 25*
The results in Table 5 support this statement, showing a p-value of 0.000 < alpha 0.05 with a beta value of around 0.860. The hypothesis test results are supported, meaning that employee satisfaction positively correlates with employee efficiency. If an employee already likes work will make the job efficient because the average yield for the indicator amounted to 4.11.

Hypothesis 6

Table 6. Hypothesis Testing Results 6

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Estimate β</th>
<th>P-Value (sig)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a positive relationship between transformational leadership and employee efficiency mediated by employee satisfaction</td>
<td>0.559</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Source: Processed data from questionnaires using AMOS version 25

The results in Table 6 support this statement, showing a p-value of 0.000 < alpha 0.05 with a beta value of about 0.655 x 0.860 = 0.559 with the formula H1 x H5, so that the hypothesis test results are supported, meaning transformational leadership has a positive relationship with employee efficiency mediated by employee satisfaction.

Hypothesis 7

Table 7. Hypothesis Testing Results 7

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Estimate β</th>
<th>P-Value (sig)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a positive relationship between knowledge sharing and employee efficiency mediated by employee satisfaction</td>
<td>0.584</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Source: Processed data from questionnaires using AMOS version 25

The results in Table 7 support this statement, showing a p-value of 0.000 < alpha 0.05 with a beta value of about 0.689 x 0.860 = 0.584 with the formula H2 x H5, so that the hypothesis test results are supported, meaning that knowledge sharing has a positive relationship with employee efficiency mediated by employee satisfaction.

Discussion of Research Results

Hypothesis 1

Hypothesis 1 tests whether transformational leadership has a positive relationship with employee satisfaction. Null hypotheses (Ho) and also alternative hypotheses (Ha) include:

1) Ho: There is no positive relationship between transformational leadership to employee satisfaction;
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2) H1: There is a positive relationship between transformational leadership and employee satisfaction.

Based on the test results, the ability of leaders at PT Surya Madistrindo (SM) to lead the organization can inspire employees or subordinates to exceed their interests for the benefit of the organization to influence employees or subordinates. Hence, they feel satisfied with their work and raise employees' enthusiasm at work, and employees become confident at work.

Hypothesis 2

Hypothesis 2 tests whether knowledge sharing has a positive relationship with employee satisfaction. The null hypothesis (Ho) and also the alternative hypothesis (Ha) include:
1) H0: There is no positive relationship between knowledge sharing to employee satisfaction;
2) H1: There is a positive relationship between knowledge sharing and employee satisfaction.

Based on the test results, the habits of employees at PT Surya Madistrindo (SM) to share information related to the organization, experiences, suggestions, beliefs, and thoughts through discussions to make them have positive feelings towards the organization so that employees feel satisfied working for the organization. Then it can be concluded that knowledge sharing has an effect in organizations where employees exchange knowledge or knowledge and raise the enthusiasm of employees at work, and employees become satisfied at work.

Hypothesis 3

Hypothesis 3 tests whether transformational leadership has a positive relationship with employee efficiency. The null hypothesis (Ho) and the alternative hypothesis (Ha) include:
1) H0: There is no positive relationship between transformational leadership and employee efficiency;
2) H1: There is a positive relationship between transformational leadership and employee efficiency.

Based on the test results, the leaders at PT Surya Madistrindo (SM) can support their followers to increase enthusiasm, motivation, beliefs, perceptions, and associations following organizational goals. Hence, employees have a sense of total involvement and have high morale. With this attitude, they will act to advance the organization's interests. The variable transformational leadership affects the organization because Someone's leadership will affect the performance of employees, and good leadership will make employees more effective at work.

Hypothesis 4

Hypothesis 4 tests whether knowledge sharing has a positive relationship with employee efficiency. The null hypothesis (Ho) and the alternative hypothesis (Ha) include:
1) H0: There is no positive relationship between knowledge sharing to employee efficiency;
2) H1: There is a positive relationship between knowledge sharing and employee efficiency.

The willingness and interest of employees in PT Surya Madistrindo (SM) to other employees are carried out by the process of individuals exchanging their knowledge and ideas through
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discussions to create new knowledge or ideas that affect the behavior and attitude of an employee's life in the organization. It means that behavior and attitude to life can lead to efficient actions. It can be concluded that when employees exchange knowledge, knowledge sharing will make work easier.

**Hypothesis 5**

Hypothesis 5 tests whether employee satisfaction has a positive relationship with employee efficiency. The null hypothesis (H0) and the alternative hypothesis (Ha) include:

1) H0: There is no positive relationship between employee satisfaction to employee efficiency;

2) H1: There is a positive relationship between employee satisfaction and employee efficiency

From the test results, the average employee at PT Surya Madistrindo (SM) is satisfied with working in the organization, making the way of work carried out by the average employee efficient so that it directly has a relationship with the company's achievements in achieving the vision and goals of the organization. So it can be concluded that employee satisfaction, where employees who are satisfied or happy at work, will make employees effective at work.

**Hypothesis 6**

Hypothesis 6 examines whether transformational leadership positively relates to employee efficiency mediated by employee satisfaction. The null hypothesis (H0) and the alternative hypothesis (Ha) include:

1) H0: There is no positive relationship between transformational leadership and employee efficiency mediated by employee satisfaction;

2) H1: There is a positive relationship between transformational leadership and employee efficiency mediated by employee satisfaction.

From the test results that whether or not employees are good at carrying out the tasks assigned by their superiors is influenced by the right way of delivery to be able to achieve the goals of PT Surya Madistrindo (SM) can affect the feeling of prosperity or employee satisfaction such as one considers the work one does meaningful, one is pleased with one's work, or the extent to which psychological or physical effects have an impact on oneself, whereby the feeling is derived from the work he does. It can be concluded that employees who the leader gives motivation can increase their job satisfaction and efficiency while working.

**Hypothesis 7**

Hypothesis 7 tests whether knowledge sharing positively correlates with employee efficiency mediated by employee satisfaction. The null hypothesis (H0) and the alternative hypothesis (Ha) include:

1) H0: There is no positive relationship between knowledge sharing to employee efficiency mediated by employee satisfaction;
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2) H1: There is a positive relationship between knowledge sharing and employee efficiency mediated by employee satisfaction.

From the test results, it can be seen that the feeling of pleasure in being in the company because of the social interactions and involvement carried out by employees of PT Surya Madistrindo (SM) in overcoming problems in the company affects the proper way of working of these employees in completing work. So it can be concluded that employees can increase their job satisfaction and can further increase employee efficiency while working.

CONCLUSION

The results of testing the first hypothesis conclude that a leader who can motivate and encourage will make employees happy and satisfied to do the work. The results of testing the second hypothesis figured that employees with a lot of knowledge would easily do the job and be happy doing the work. The results of testing the third hypothesis concluded that leaders who can motivate and encourage employees make employee work more efficient. From the results of the fourth hypothesis test, it is concluded that employees with a lot of knowledge will quickly complete the job.

The results of testing the fifth hypothesis concluded that employees who are happy and satisfied with their work would be quick to complete it. From the results of testing the sixth hypothesis, the relationship between Transformational Leadership and Employee Efficiency mediated by Employee Satisfaction is more potent because the estimated value of the mediation relationship is greater than the direct relationship between Transformational Leadership and Employee efficiency. From the results of testing the seventh hypothesis, it can be concluded that the relationship between knowledge sharing and Employee Efficiency mediated by employee satisfaction is weaker because the estimated value of the mediation relationship is smaller than the direct relationship between knowledge sharing and Employee efficiency.

It is recommended that subsequent research use a population that is not limited to an area but the entire company site. Hence, there is no change in the sample taken. This research can be further developed by adding variables not discussed in this study.

REFERENCE


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