



THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, SERVANT LEADERSHIP, PERCEIVED ORGANIZATIONAL SUPPORT AND JOB SATISFACTION TO LIFE SATISFACTION

Erwin Santosa¹, Yohana Palupi²

Pelita Harapan University^{1,2}

santosa_91@yahoo.com¹, yohana.meilani@uph.edu²

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ABSTRAK

Penelitian pengaruh transformasional, persepsi dukungan organisasi dan kepuasan kerja terhadap kepuasan hidup oleh Erwin menggunakan fenomena pandemi Covid 19 untuk mengangkat permukaan artikel ini. Pandemi COVID-19 telah berlangsung lebih dari setahun sejak Maret 2020 ketika pemerintah Indonesia secara resmi mengumumkan kasus pertama virus corona ini. Pandemi COVID-19 sendiri berdampak signifikan di banyak sektor mulai dari sosial budaya, ekonomi dan politik sehingga membutuhkan upaya adaptasi baru yang terus menerus dilakukan oleh organisasi-organisasi di Indonesia. Organisasi-organisasi tersebut menghentikan semua kegiatan sejak 22 Maret 2020 dimana pemerintah mengeluarkan Surat Edaran dari Kementerian Kesehatan pada 16 Maret 2020 dan mulai terus melakukan perubahan dari fisik menjadi digital. Menggunakan metode kuantitatif untuk menguji analisis jalur dengan pengukuran beberapa indikator yang dilengkapi dengan skala likert untuk mengetahui hasilnya. Seratus responden diundang untuk penelitian ini. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional berpengaruh positif dan signifikan terhadap persepsi dukungan organisasi, kepuasan kerja dan kepuasan hidup. Perceived support organization berpengaruh positif dan signifikan terhadap kepuasan kerja dan kepuasan hidup. Dengan demikian, kepuasan kerja juga berpengaruh positif dan signifikan terhadap kepuasan hidup.

Kata Kunci :

Pandemi Covid-19, Kepemimpinan transformasional, Kepemimpinan yang melayani, Persepsi dukungan organisasi, Kepuasan kerja dan Kepuasan hidup

ABSTRACT

Research of effect transformational, perceived organizational support and job satisfaction to life satisfaction by Erwin used pandemic Covid 19 as a phenomenon to bring up this article surface. COVID-19 pandemic has been going for more than a year since March 2020 when Indonesia government officially announced the first case of this corona virus. COVID-19 pandemic itself had a significant impact in a lot of sectors from socio-cultural, economic

Keywords :

Pandemic Covid-19,

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and political then requires new adaptation efforts that constantly being carried out by organizations in Indonesia. The organizations stopped all activities since March 22, 2020 where the government issued a Circular Letter from the Ministry of Health on March 16, 2020 and began to continuous make changes from a physical into a digital. Using quantitative method to testing the path analysis with several indicators measurement completed with Likert scale to find the result. A hundred respondents are invited for this research. The result shown transformational leadership has positive and significant impact to perceived support organizational, job satisfaction and life satisfaction. Perceived support organization has positive and significant impact to job satisfaction and life satisfaction. Thus, job satisfaction also has positive and significant impact to life satisfaction.

BACKGROUND

COVID-19 pandemic has been going for more than a year since March 2020 when Indonesia government officially announced the first case of this corona virus. COVID-19 pandemic itself had a significant impact in a lot of sectors from socio-cultural, economic and political then requires new adaptation efforts that constantly being carried out by institutions or organizations in Indonesia. The organization has stopped all activities since March 22, 2020 where the government issued a Circular Letter from the Ministry of Health on March 16, 2020 and began to continuous make changes from a physical into a digital.

COVID-19 pandemic period is a moment for all leaders to rethink and reimagine what they will plan or do during this covid pandemic. This approach closely related to personal calling as a servant of God in a ministry specifically within the church. The church leaders bear the problems experienced by the congregation with a greater burden during this pandemic.

The clergy bears both in spiritual, moral and emotional aspects of every struggle in the life of people being led called church congregation. The congregation struggles in a lot of economic aspects such as losing a job, health factor because of corona virus, spiritual and psychological problems like lossing family members, moral problems of teenagers involved in pornography during the pandemic, family problems such as quarrels husband and wife, parent-child disputes, father-in-law disputes and others have added to the long list of complex problems that served by the clergy in the church. The struggle of the congregation brought a church leader to experience stress both emotionally and physically.

The struggle of the clergy in carrying out their pastoral duties during the COVID-19 pandemic didn't come from the congregation but also individual struggles of the clergy. Another factor that closely related to clerical leadership and organizational support (Perceived Organizational Support) to be one of the factors that influenced clerical leadership in carrying out pastoral duties. Support from the church is very important in providing leadership support from the clergy to carry out leadership in difficult times during this covid 19 pandemic. The Numbers Research Center (BRC) data shows that church financed have decreased by 43% since the early days of covid, March or April 2020 and church has to make efficiency to 21.4% of churches choosing to reduce the compensation of pastors.¹ The church as an organization that supports the pastoral

ministry of the clergy is struggling in the financial aspect so it also influenced its support in pastoral services that have been carried out by the clergy by efficiency in every aspect including providing living allowances for the clergy in their church.

The struggles of clergy also included the factors of ministry satisfaction and life satisfaction where the clergy themselves also experienced burnout in pastoral care with new adaptations (new normal era). The results of a study of 400 clergy in America stated that 26% expressed concern about finances, 16% faced struggles with technology use, 12% worried about remote pastoral cares.¹ These data are same to the results of the National Meeting of the SAAT Theological College which was held in May 2020 where the clergy discussed and stated various kinds of struggles including the struggle to adapt to the use of technology, especially churches in rural areas.²

To answer the struggles above, there are several literature studies that looked at the leadership factor especially the leadership pinned to these clergy refers to modern leadership models, Transformational leadership. Studies on Transformational Leadership related to Perceived Organizational Support, Job Satisfaction and Life Satisfaction have been conducted by Bachtiar et.al and replicated by Bernarto et.al using teachers in Indonesia as the research subject.² Researchs with the Servant Leadership model related to Perceived Organizational Support has been carried out by Diah Astrini Amir where the variable that moderates the influence of Servant Leadership on Organizational Citizenship Behavior.

The results of those studies conducted by Bernarto and Amir have provided an insight into the research to be conducted including variables: Transformational, Perceived Organizational Support, Job Satisfaction and Life Satisfaction which brought into context of clerical leadership. The results of this study are going to confirm the influence of the Transformational Leadership model with other variables such as Perceived Organizational Support, Job Satisfaction and Life Satisfaction. It also provides reflection on the personal calling of each clergy from the churches of Christ throughout Indonesia in particular during this COVID-19 pandemic.

LITERATURE

Understanding Transformational Leadership is a complex and dynamic leadership which tries to influence his followers with values, beliefs and goals. The goal of transformational leadership is to improve the quality of work of the organization and its followers. Transformational leadership included four dimensions which are idealism from leader himself, leaders have strong motivation and inspire followers and leaders encourage creativity in thinking from their followers and leaders who involve followers in their leadership.

Servant leadership in context of Christian leaders has special value because this kind of leadership model refers to the person who willing to serve mankind by incarnating as a human and sacrificing himself as a ransom of sinners. Servant leadership is a form of leadership without boundaries where the concern is the wiliness to serve people and God. Servant leadership focuses on the needs of followers has an altruistic spirit and translated into attitude to the people bening served, has good relationships with others, provides encouragement has integrity and collaborates.

Understanding Perceived Organizational Support is organizational support in this church context where the workers, clergies in local church feel the support of the organization and believe that organization cares about the welfare of God’s servants. Factors in Perceived Organizational Support within the scope of church organizations, the church rewards pastoral services from clergy, provides opportunities to develop competence and knowledge such as further studies, training, the church provides facilities both for the present and the future.

Understanding job satisfaction is a form of satisfaction when someone is involved in ministry as a form of the highest calling or devotion to God. The forms of satisfaction include the appreciation expressed by the congregation being served, the variety of various services and relationships with fellow servants of God both within the local church. We called this as life satisfaction to fulfill God’s calling.

METHOD

This research is quantitative research. Hypothesis testing is intended to explain the influence of variables and testing the adequacy of evidence to decide whether alternative hypotheses are reliable. This test carried out to clarify an understanding, interpretation and application.³ This study used scientific approach to management specifically in leadership in context of ecclesiastical education. The object of this research is life satisfaction, job satisfaction and perceived organizational support as dependent variables and transformational leadership as independent variables. The unit analysis is the individual which is servants of God or pastors in Church X.

Picture 1. Operationalization of Transformational Leadership Variable

Dimension	Indicators
Idealism	Have values rooted in justice Have values rooted in honesty Have values rooted in honor
Inspiration	Provide a clear explanation of vision and mission to the congregation Motivate the congregation to realize the church’s vision and mission
Creativity	I encourage the congregation in solving problems I encourage the agency in solving problems I encourage the elder in solving problems I encourage the congregation to find new ideas I encourage the governing body to find new ideas I encourage the elder in finding new ideas
Collaboration	I involve the congregation in making decisions I involve the governing body in making decisions I involve the elder in making decisions I involve the congregation in ministry I involve the governing body in the service I involve the elder in ministry

Picture 2. Operationalization of Servant Leadership Variable

Dimension	Indicators
Serving	I don’t discriminate status of congregation based on economic status I don’t discriminate status of congregation based on ethnicity I contacted by the congregation anytime. I’m willing to serve congregation any time

Integrity	My words showed my attitude My words showed my actions
Collaboration	I encourage the congregation to be involved in committee

Picture 3. Operationalization of Perceived Organizational Support Variable

Dimension	Indicators
Appreciation	The church rewards for the service I done
Competency	The church provides opportunities for further study The church provides opportunities to participate in formation
Life facility	The church provides proper housing facilities The church provides health insurance facilities The church includes a pension fund for clergy The church provides sufficient financial support for my living needs

Picture 4. Operationalization of Job Satisfaction Variable

Dimension	Indicators
Appreciation	The congregation gives appreciation for my service
Variation	I am involved in services this time
Relation	I have a good relationship with fellow clergy

Picture 5. Operationalization of Life Satisfaction Variables

Dimension	Indicators
Calling Reflection	I have a clear calling as a servant of God
Church Reflection	I feel called in church ministry The service that I am currently running is in accordance with my talents I have developed spiritual gifts to the maximum
Life Reflection	I have an intimate relationship with God

This study uses both primary and secondary data. Primary data excavation was carried out by conducting a survey to respondents, clergy within the scope of Church X. The first step was conducted by interviews to obtain accurate data from respondents regarding the status and presence of clergy in church X. Primary data excavation carried out by collecting data using an inventory test instrument, developing indicators of each variable consisting of Transformational Leadership (TL), Servant Leadership (SL), Perceived Organizational Support (POS), Job Satisfaction (JS) and Life Satisfaction (LS). The use of inventory test instruments has the advantage that doesn't require the direct presence of the researcher even more in the digital era, respondents can directly access the instrument according to the time and place of their respective existence. This statement made from indicator of each variable using a rating scale (Likert scale) with the aim of determining the validation of the variables based on the theory of each construct. Likert scale rating ranging from 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree. The next research step is to measure the validity and reliability. Secondary data will be taken from books and journals related to the Transformational Leadership, Perceived Organizational Support, Job Satisfaction and Life Satisfaction.

PLS-SEM relies on a nonparametric bootstrap procedure to test the significance of estimated path coefficients in PLS-SEM. In bootstrapping, subsamples are created with randomly drawn observations from the original set of data (within replacement). The

subsample is used to estimate the PLS path model. This process is repeated until a large number of random subsamples has been created about 5,000. The parameter estimates (outer weights, outer loadings and path coefficients) estimated from the subsamples are used to derive standard errors for the estimates. Thus, t-values are calculated to assess each estimate's significance. In addition, the reflective measurement used reliability and validity testing by Cronbach's alpha and composite reliability greater than 0.6, construct and discriminant validity greater than 0.6, average variance extracted at least 0.5 also collinearity testing within value lower than 10.

RESULT AND DISCUSSION

Based on pictures below, the reflective measurement that used reliability and validity testing shown by Cronbach's Alpha and Composite Reliability greater than 0.6, Construct and Discriminant validity greater than 0.6, Average Variance Extracted value at least 0.5 also Collinearity Statistics (VIF) within value lower than 10. All of reflective measurement model are accepted.

Picture 6. Outer Loading

Item	Value
TL4	0.924
TL5	0.944
TL11	0.868
POS3	0.878
POS6	0.835
POS7	0.785
JS1	0.620
JS2	0.976
SL3	0.821
SL4	0.907
SL7	0.774
LS2	0.884
LS3	0.886

All indicators above shown us greater than 0.6, means all indicators to measure the variables are accepted. Indicators above also shown in form of reflective. Outer loading measured good validity for this reflective model.

Picture 7. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Transformational Leadership	0.899	0.910	0.937	0.833
Perceived Organizational Support	0.782	0.805	0.872	0.695
Job Satisfaction	0.606	1.378	0.794	0.669
Servant Leadership	0.790	0.837	0.874	0.698
Life Satisfaction	0.723	0.723	0.878	0.783

All variables above shown us have good Cronbach's alpha value; greater than 0.6. Composite reliability to measure this reflective model also good because the value is greater thn 0.6. AVE (Average Variance Extracted) also has good value to measure this reflective model; greater than 0.5.

Picture 8. Discriminant Validity

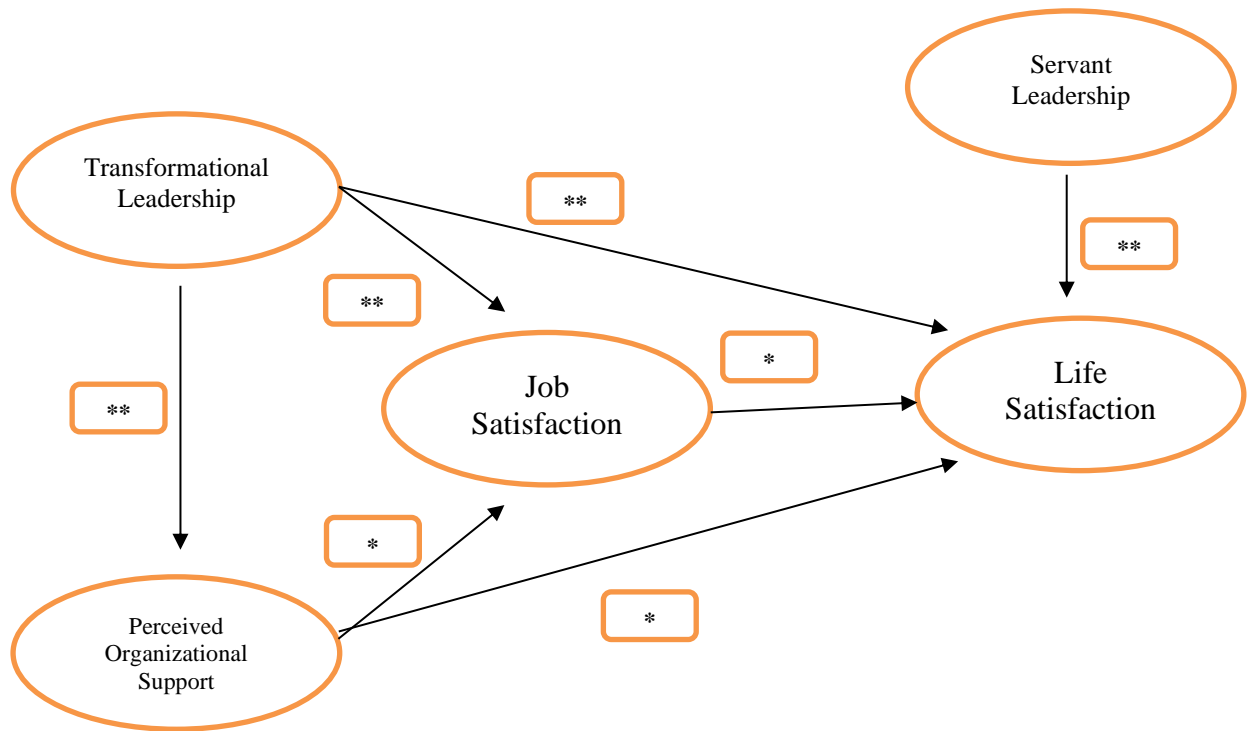
	Transformational Leadership	Perceived Organizational Support	Job Satisfaction	Servant Leadership	Life Satisfaction
Transformational Leadership	0.913				
Perceived Organizational Support	0.530	0.834			
Job Satisfaction	0.069	-0.192	0.818		
Servant Leadership	0.209	0.294	0.256	0.836	
Life Satisfaction	0.413	0.308	0.339	0.266	0.885

Discriminant validity to measure this reflective model also good because the value is greater horizontally and vertically. All values showed greater. Same as construct validity, discriminant validity also measures good reflective model.

Picture 9. Collinearity Statistics (VIF)

Item	VIF
TL4	3.566
TL5	4.552
TL11	2.247
POS3	1.761
POS6	1.803
POS7	1.454
JS1	1.233
JS2	1.233
SL3	3.140
SL4	3.388
SL7	1.266
LS2	1.472
LS3	1.472

The picture showed us that value of VIF is good because less than ten. This measure is there any collinearity or not. If not, this model is good to measured then. Thus, the path analysis (bootstrapping technique) for this study shown by picture below. Transformational leadership has positive and significant impact to perceived organizational support (0.00), job satisfaction (0.04) and life satisfaction (0.01). Perceived organizational support has positive and significant impact to job satisfaction (0.03) and life satisfaction (0.02). Job satisfaction as a mediate variable also has positive and significant impact to life satisfaction (0.02).



CONCLUSION

Transformational leadership plays important role in designing good organization to develop and support perceived organizational support, job satisfaction and life satisfaction. As well as other organizations, church also need to make a good organizational design through leadership to impact organizational support and satisfaction. Life satisfaction will fulfil the highest satisfaction in form of personal calling as a servant in a church.

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