

# The Impact Of Transformational Leadership On Voice Behavior In Walubi Pematangsiantar

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## Abstract

*Transformational leadership is one type of leadership that is currently being discussed. This type of leadership is considered to be able to encourage voice behavior from members of an organization to produce useful opinions to create change for the better future for the organization. The purpose of this study was to investigate the influence of transformational leadership on member voice behavior in Walubi Pematangsiantar. The research population are all members (30 people) of Walubi Pematangsiantar. Data was collected through questionnaires, interviews, and documentation. Data analysis method used in this research is simple regression analysis, correlation analysis, and hypothesis test (t test). The result showed that there was a positive effect between transformational leadership and voice behavior at Walubi at Pematangsiantar City. Hypothesis test result showed that transformational leadership had positive and significant effect to voice behavior. Suggestions for further research to increase the number of samples and organizations, and also increasing research variables so that new inputs that are more useful can be found, especially regarding the latest leadership issues. This study tries to make a Buddhist organization as an organization that is minority in Indonesia, and also not profit-oriented into an object of research that is rarely studied by scholars. The author also uses transformational leadership combined with voice habits as a research variable which is expected to be able to find a new finding that is effective in developing a non-profit organizations.*

**Keywords:** Transformational Leadership; Voice Behavior; Buddhist Organization.

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## I. INTRODUCTION

Today, the world is shown every day by the birth of new organizations which consist of two types, namely profit-oriented or not. A healthy organization certainly has goals to be achieved. Every organization that has a clear goal to be achieved really needs the skills of a leader as its manager. Leadership is an important indicator that ensures the success or failure of an organization (Alayis & Abdelwahed, 2021). Every leader will certainly use a certain style in carrying out his leadership.

Quality leadership is important to ensure organizational success, a leader's way of thinking is shown by the resulting effectiveness (Curtis, 2020). A leadership style that is able to hear and respond to suggestions from members will create a productive work environment. One of them is transformational leadership which plays an important role in creating change for effective management (Buil, et al., 2019).

Transformational leadership is one of the most studied leadership concepts to date because of its importance in science within organizations (Ramsey, et al., 2016).

The way the leader runs the organization is very influential on the attitude of the members in it, one of which is in creating voice behavior. The leader is the main key that plays a role in motivating members to voice what is on their mind in the form of voice behavior (Li & Sun, 2015). Voice behavior is a form of change-oriented communication to improve the situation in the organization. It means that this is not just a useless criticism but rather an expression to produce organizational improvement (Chen, 2017).

Voice behavior in the form of input, ideas, and opinions is very important to accommodate as a reference in organizational growth (Ramasamy, 2016).

Many previous studies have provided evidence regarding the influence between transformational leadership and voice behavior. Researchers are interested in investigating transformational leadership because its role in performance exceeds current expectations.

Various research results have revealed the effect of transformational leadership on member performance outcomes (Chen, et al., 2018). Research (Wang, et al., 2019) proves that leaders with a transformational style have a positive influence, meaning that this leadership style is more likely to encourage members to give constructive opinions. Furthermore, the results of the study (Afsar, et al., 2019) also prove that there is a positive and significant influence between transformational leadership on voice behavior. (Ramasamy, 2016) who examined the effect of transactional leadership and transformational leadership on employee voice and empowerment, found that transformational leadership was able to provide efficiency and strategic importance to organizational performance.

This study was conducted to complement previous studies regarding the effect of transformational leadership on voice behavior. This research focuses on organizations that are not profit-oriented or a social organization, unlike previous studies which emphasize more on business organizations. In this case, we used a Buddhist organization, called Walubi (Representation of Indonesian Buddhists) as the object of research. We believe that transformational leadership and voice behavior are two important variables that must also be applied in non-profit organizations to achieve growth and achieve their goals. We will review the literature on transformational leadership and voice behavior. Next, we will look for the influence of transformational leadership on voice behavior.

### **Hypotheses**

Based on the literature mentioned above, the following hypothesis can be developed:

**H:** Transformational leadership affects voice behavior

## II. METHODS

This study uses quantitative analysis to answer the research hypothesis. Data collection was carried out from July to August 2021 by distributing questionnaires, interviews, and direct observation of objects. The object of research is 30 total members who join the Walubi Pematangsiantar City. The sampling method used is a saturated sampling technique where the entire population is used as the research sample. From the results of the questionnaires that have been filled in, the researchers analyzed the data using SPSS (Statistical Product and Service Solutions) with regression, correlation, and hypothesis tests.

## III. RESULT AND DISCUSSION

### 1. General Profiles Of The Respondents

Questionnaires were distributed directly to all members of Walubi Pematangsiantar City, totaling 30 people. From the results of filling out the questionnaire, general profiles of the respondents were obtained as can be seen in Table 1. Male respondents dominated (80%) compared to female respondents (20%). The age of members with a range of 41-50 years is the most (30%) followed by 51-60 years (26.7%) compared to other ages and this proves that the majority of members are seniors who are of mature age and have previous organizational experience. With the organization's length of existence is 9 years (from 2012), the length of joining of members is dominated by 6-10 years (66.7%), because these people have been members since the beginning of the organization and followed by 1-5 years of joining (33.3%) who just joined in the second period. The most recent education of members is bachelor (63.3%), followed by senior high school (23.3%) and master (13.3%).

**Table 1.** General Profiles Of The Respondents

Category	Details	Percentage (%)
Sex	Male	80
	Female	20
Age	20-30 years	16.7
	31-40 years	23.3
	41-50 years	30
	51-60 years	26.7
	>60 years	3,3
Period to Join	1-5 years	33.3
	6-10 years	66.7
Education	Senior High School	23.3
	Bachelor	63.3
	Master	13.3

## 2. Simple Linear Regression

From the results of SPSS processing, the regression results obtained  $Y = 13.117 + 0.336X$ , this indicates that transformational leadership has a positive effect on voice behavior. The higher the transformational leadership applied, the higher the voice behavior within the organization (Sugiyono, 2017).

**Table 2:** Result of Simple Linear Regression  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.117	3.331		3.938	.000
Transformasional Leadership	.336	.074	.649	4.519	.000

a. Dependent Variable: Voice Behaviour

## 3. Correlation Test

From the results of data processing that can be seen in Table 3, the value of  $R = 0.649$  means that there is a strong relationship between transformational leadership and voice behavior. In addition, the R Square value of 0.422 means that the high and low voice behavior can be explained by 42.2% by transformational leadership, while the remaining 57.8% can be explained by other variables not explained in this study (Sugiyono, 2017).

**Table 3:** Result of Correlation Test

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 <sup>a</sup>	.422	.401	1.764

a. Predictors: (Constant), Transformational Leadership

## 4. Hypothesis Test

The results of hypothesis testing which can be seen in Table 4, it can be seen that the significance of  $0.000 < \alpha 0.05$  means that transformational leadership has a positive and significant influence on voice behavior. In conclusion, the hypothesis is accepted (Sugiyono, 2017).

**Table 4:** Result of Hypothesis TestANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.559	1	63.559	20.423	.000 <sup>b</sup>
	Residual	87.141	28	3.112		
	Total	150.700	29			

a. Dependent Variable: Voice Behaviour

b. Predictors: (Constant), Transformasional Leadership

## 5. Discussion

From the results of data analysis that has been carried out, it can be concluded that transformational leadership has a positive and significant influence on voice behavior. The results of the correlation test also prove that these two variables have a strong relationship. Compared to other leadership styles, transformational leadership with roles of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration is more effective in creating a positive impulse that is able to make members express constructive opinions for the organization, and this is in accordance with previous research. (Wang, et al., 2019). Judging from the majority of respondents in organizations who are male (80%), it can be concluded that men are more courageous in expressing their opinions and have the courage to take risks. In this organization, women tend to be more introverted and supportive of men's opinions. In addition to gender, from the age that is dominated by 41-50 years in this organization, proving age maturity will make a person feel more confident to convey his voice. In this age range, members generally have previous organizational experience and are therefore considered to have better ideas, in contrast to the younger age group who feel more lost in experience, or the older age group who feels that they are too old and out of date to speak up. Long joining the organization also has a role in encouraging someone to speak up.

This organization is dominated by members who have joined from the first period until now (6-10 years). Finally, the last education also turned out to be a factor that encourages someone to vote, as evidenced by the majority of the last education in this organization is Bachelor (63.3%). Members with lower levels of education generally choose to follow the opinions expressed by those above them because they are considered more credible.

## IV. CONCLUSION

The results of this study prove that the hypothesis can be accepted, meaning that

transformational leadership has a positive and significant influence on voice behavior. From a total of 30 respondents, it can be seen that the respondents who dominate are men (80%), the last education is bachelor (63.3%), with the majority age 41-50 (30%) and 51-60 (26.7%). The experience of joining the organization is dominated by those who have joined for 6-10 years (66.7%). The conclusion obtained from the results of this study is that transformational leadership is a leadership style that has a role in creating an influence on the emergence of voice behavior in organizations. Men are more active in expressing opinions than women in this organization. Members aged 41-50 years are more courageous in speaking out than those aged below or above in this organization. Higher education levels and longer time to join the organization as factors that make members more intense in providing constructive input for the organization.

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