

# Effect of Transformational and Transactional Leadership Toward Iso 22000:2018 Food Safety Certified Company Performance

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## ABSTRACT

This study aim is to measure the effect of transformational or transactional leadership style on job satisfaction and job performance of ISO 22000:2018 food safety certified Food Industries. Data collection was carried out through quantitative questionnaires with simple random sampling via electronic to food safety certified Food Industries population in Jabodetabek. The results of the questionnaire returned and valid were 220 samples. Data processing used the SEM method with SmartPLS 3.0 software. The results of this study concluded that transformational leadership has a positive and significant effect on food safety certified Food Industries satisfaction, transactional leadership has no significant effect on food safety certified Food Industries satisfaction. This new research proposes a model to build job satisfaction for food safety certified Food Industries in Jabotabek through improving the transformational leadership. The research implications are discussed in relation to food safety supervisors and principals, as well as policy makers at the government level.

**Keywords:** Transformational leadership, transactional leadership, job satisfaction, food safety certified, Food Industries

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## INTRODUCTION

In the industrial era 4.0, the level of competition the implementation of a food safety management system ISO 22000 in the food industry ensures safe products produced and will increase the company's competitiveness in the global market (Purwanto,2020) Some food manufacturers have been implement ISO 22000 to improve the efficiency, productivity and quality of food products and several companies do not realize the potential benefits of its application and feel the high cost associated implementation ( Maria, 2014). According to Macheuca (2013) The main obstacles to the implementation of food safety management system ISO 22000 in general limited of financial resources, the size of the organization, infrastructure and inadequate facilities, and lack of top management commitment, the primary motivation for the implementation of ISO 22000 is to improve the quality and safety of products as well as improving the skills of employees , improved corporate image, increase product sales, increased market share, and access to new markets. In clause 5 of ISO standard 22000: 2018 required the importance of leadership and commitment of top management to implementation goes well, the senior management must show leadership and responsibility,

establish, implement, and maintain food safety policy (Iso.org, 2018).

Several previous studies have the topic of leadership style influence on the performance of such as Dwiantoro (2018), Asbari et al (2019), Santoso et al (2020), Purwanto et al

(2020) has been observed that the type of leadership style transformational significant positive effect on performance, transactional leadership style type significant adverse effect on performance. According to Lengkong (2016) examined the impact of transformational leadership on employee performance, and transactional leadership does not affect the performance of employees. According to Ong (2018) conducted research and concluded that the effect of transformational leadership style on performance. Transactional leadership style does not affect performance. According Prasetya (2018), Asbari et al (2019), Santoso et al (2020), Purwanto et al (2020) conducted research and concluded that the type of transformational leadership negatively and not significantly influence employee performance transactional leadership while no significant influence on employee performance.

According Wahyuniardi (2013), Asbari et al (2019), Santoso et al (2020), Purwanto et al (2020) conducted research and concluded that the type of transformational leadership has a significant effect on job satisfaction, the kind of transformational leadership has no significant influence on employee performance, organizational culture has no significant impact on employee performance, and job satisfaction did not significantly affect the performance of the employee. To improve employee performance can be done by increasing job satisfaction if job satisfaction increases, the performance of employees will also increase. Birasnav (2015) has also researched leadership and research results show that the type of transformational leadership and

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transactional models have a strong and positive effect on organizational performance after controlling for the impact of transformational leadership. Research conducted by Klüche (2018) concluded that food safety have some benefit to the company.

There are some food industries company in Jabotabek and has implemented a food safety management system ISO 22000: 2018 for more than one year, there were 13 major and 14 minor findings results and in 2019 there were 8 and 17 significant minor findings. With these findings indicate that the implementation of the quality management system ISO 22000: 2018 not going well. According to some employees all findings caused of not optimal implementation of ISO 22000: 2018 Therefore in this study to determine the effect of transformational leadership and transactional leadership on the performance of the application of ISO 22000: 2018.

Several previous studies have addressed the influence of leadership on performance in general, and this research will discuss the more specific is the performance of the implementation of a food safety management system ISO 22000: 2018. The objective of this study was to analyze the effect of transformational leadership and transactional leadership influence on the performance of the implementation the safety management system food ISO 22000: 2018 in Food Industries.

## METHODS

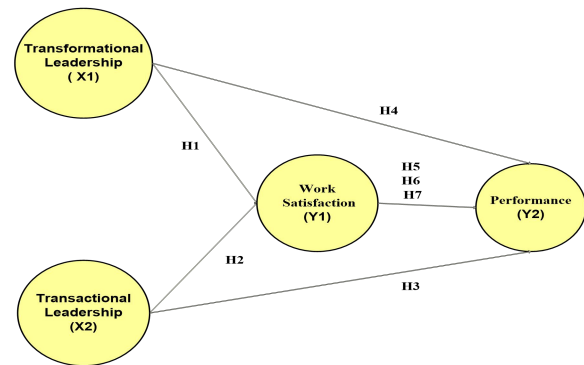
The method used in this research is quantitative method. Data collection is carried out by distributing questionnaires to 5 food industries in Jabotabek. The instrument used to measure all the variables of this study was adapted from (Bogler, 2001), with 5 items for each variable. The questionnaire is designed closed except for questions / statements regarding the identity of the respondent in the form of a semi-open questionnaire. Each closed question / statement item is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, disagree (KS) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1. The method for processing data is by using PLS and using SmartPLS version 3.0 software as a tool. The questionnaires were distributed electronically using simple random sampling technique. The results of the questionnaire returned were 220 questionnaires

**Table 1.** Profile of respondents

	Criteria	Total
Age	< 30 years	90
	30 - 40 years	110
	> 40 years	20
Working period as Food Industries	< 5 years	85
	5-10 years	90
	> 10 years	45
Education	< S1(Bachelor)	120
	≥ S2 (Master)	100

For respondents who were under 30 years old were 90 person, respondents aged 30-40 years were 110 person and respondents aged over 40 years were 20 person. There were 85 respondents for Working period as Food Industries under 5 years, 90 respondents for working period for 5 - 10 years, and 45 respondents for Working period over 10 years. For respondents with education levels below the bachelor's

degree, there were 120respondents, and respondents with education levels above the bachelor's degree were 100 respondents.



**Figure 1.** Research Framework

Based on the theoretical study and previous research above, the research model is as in Figure 1. While the research hypothesis is as follows:

- H1: Transformational leadership has a significant effect on Food Industries job satisfaction
- H2: Transactional leadership has a significant effect on Food Industries job satisfaction
- H3: Transactional leadership has a significant effect on Food Industries performance
- H4: Transactional leadership has a significant effect on Food Industries performance
- H5: Food Industries satisfaction has a significant effect on Food Industries performance
- H6: Transformational leadership has a significant effect on Food Industries performance through mediation of Food Industries job satisfaction
- H7: Transactional leadership has a significant effect on Food Industries performance through mediation of Food Industries job satisfaction

## RESULT AND DISCUSSION

### Testing of the Validity and Reliability of each Indicator

This testing phase includes testing for convergent validity, discriminant validity and composite reliability. The results of the PLS analysis can be used to test the research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity and reliability testing.

### 1. Convergent Validity Testing indicators

Convergent validity test is done by looking at the loading factor value of each indicator against the construct. Based on the reference, factor weights of 0.5 or more are considered to have sufficiently strong validation to explain latent constructs (Chin, 1998; Hair et al, 2010; Ghazali, 2014). In this study, the minimum accepted factor value is 0.5, provided that the AVE value of each construct is > 0.5 (Ghozali, 2014).

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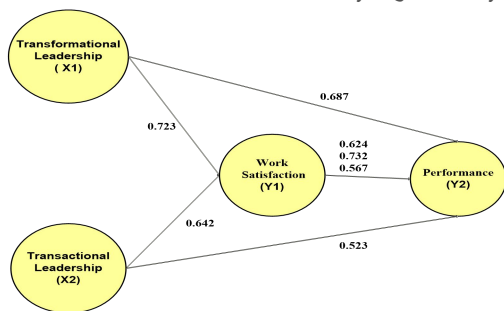


Figure 2. Estimation valid model

Based on the estimation results of the PLS model in the figure 2 above, all indicators have a loading factor value above 0.5 so that the model has met the convergent validity requirements. Convergent validity was also assessed from the AVE value of each construct. The AVE value of each construct of this study was above 0.5. So the convergent validity of this research model has met the requirements. The value of loadings, Cronbach's alpha, composite reliability and AVE for each complete construct can be seen in table 2 below:

Table 2. Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Transformational (X1)	X11	0.743	0.678	0.821	0.831
	X12	0.821			
	X13	0.891			
Transactional (X2)	X21	0.623	0.797	0.871	0.872
	X22	0.871			
	X33	0.782			
Work Satisfaction (Y1)	Y11	0.901	0.872	0.761	0.870
	Y12	0.781			
	X13	0.812			
Industry Performance (Y2)	Y21	0.731	0.791	0.7871	0.871
	Y22	0.981			
	Y23	0.731			

3. Construction Reliability Testing

Construct reliability can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and Cronbach's alpha value is more than 0.7. (Ghozali, 2014) The results of the reliability test in Table 2 above show that all constructs have a composite reliability value and Cronbach's alpha is greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

Testing of the validity of discriminant variables

Discriminant validity testing is performed to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE square value of each exogenous construct (the value on the diagonal) exceeds the correlation between this construct and other constructs (values below the diagonal) (Ghozali, 2014). The results of discriminant validity testing using the AVE square value, namely by looking at the Fornell-Larcker Criterion Value are obtained as follows:

Table 3. Discriminant Validity

Variables	X1	X2	Y1	Y2
X1	<b>0.812</b>			
X2	0.671	<b>0.781</b>		
Y1	0.712	0.891	<b>0.871</b>	
Y2	0.891	0.781	0.721	<b>0.661</b>

The results of the discriminant validity test in table 3 above show that all constructs have a square root value of AVE above the correlation value with other latent constructs (through the Fornell-Larcker criteria) so that it can be concluded that the model has met discriminant validity.

Table 5. Hypothesis Testing Result

Hypothesis	Relationship	Beta	SE	T Statistics	P-Values	Decision
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Table 4. R Square Value

	R Square	R Square Adjusted
IndustriPerformance(Y2)	0.854	0.652
Industri Satisfaction (Y1)	0.801	0.708

Based on Table 4 above, the value of R Square Y1 is 0.801, which means that the Food Industries satisfaction (Y1) variable can be explained by the transformational leadership (X1) and transactional leadership (X2) variables of 80.1%, while the remaining 19.9% is explained by other variables not discussed in this study. Meanwhile, the value of R Square Y2 is 0.854 which means that the variable of Food Industries performance (Y2) can be explained by the variables of transformational leadership (X1), transactional leadership (X2) and job satisfaction (Y1) of 85.4%, while the remaining 14.6% is explained by variables. others that were not discussed in this study.

Hypothesis Testing

Hypothesis testing in this PLS includes testing the significance of direct and indirect effects and measuring the influence of exogenous variables on endogenous variables. To determine the effect of transactional leadership, transactional leadership and organization learning on teacher innovation capability, a direct effect test is needed. The direct effect test was carried out using the t-statistical test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and the significance test value are obtained as shown in the table 5 below:

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H1	X1 -> Y1	0.421	0.038	3.123	0.000	Supported
H2	X2 -> Y1	0.301	0.031	3.102	0.001	Supported
H3	X1-> Y2	0.401	0.041	3.101	0.001	Supported
H4	X1-> Y2	0.403	0.031	2.098	0.001	Supported
H5	Y1-> Y2	0.501	0.031	3.091	0.000	Supported
H6	X1->Y1->Y2	0.402	0.030	2.201	0.000	Supported
H7	X2-> Y1->Y2	0.302	0.037	3.012	0.001	Supported

Table 5 shows the T Statistics and P-Values which show the influence between the research variables that have been mentioned. In summary, transformational leadership has a positive and significant effect on job satisfaction, both directly and through work perception media. So H1, H3, H5 and H6 are accepted. Meanwhile, transactional leadership has a significant effect on job satisfaction of Food Industries, both directly and through mediation of Food Industries' job perceptions. So H2, H4, and H7 are accepted.

**H1: Transformational leadership has a significant effect on Food Industries job satisfaction**

Based on the hypothesis testing results, it was found that the Beta value was 0.421, SE 0.038, T Statistics 3.123 and P-Values 0.000 so it can be concluded that Transformational leadership has a significant effect on Food Industries job satisfaction. These results are in line with the research conducted by Purwanto (2019) that Transformational leadership has a significant effect on job satisfaction of Food Industries, Purwanto (2020) that Transformational leadership has a significant effect on job satisfaction, Asbari (2019) states that Transformational leadership has a significant effect on job satisfaction. 2020) that Transformational leadership has a significant effect on Food Industries job satisfaction, Santoso (2019) that Transformational leadership has a significant effect on Food Industries job satisfaction, Wijayanti (2019) that Transformational leadership has a significant effect on Food Industries job satisfaction, Hyun (2019) states that Transformational leadership has a significant effect on Food Industries job satisfaction, Bernarto (2019) states that Transformational leadership has a significant effect on job satisfaction.

**H2: Transactional leadership has a significant effect on Food Industries job satisfaction**

Based on the hypothesis testing results, it was found that the Beta value was 0.301, SE 0.031, T Statistics 3.102 and P-Values 0.001, so it can be concluded that Transactional leadership has a significant effect on Food Industries job satisfaction. These results are in line with research conducted by Purwanto (2019) that Transactional leadership has a significant effect on job satisfaction of Food Industries, Santoso (2019) that Transactional leadership has a significant effect on job satisfaction of Food Industries, Wijayanti (2019) that Transactional leadership has a significant effect on job satisfaction, Asbari (2019) that Transactional leadership has a significant effect on job satisfaction of Food Industries, Bernarto (2019) that Transactional leadership has a significant effect on job satisfaction.

**H3: Transformational leadership has a significant effect on Food Industries performance**

Based on the hypothesis testing results, it was found that the Beta value was 0.401, SE 0.041, T Statistics 3.101 and P-Values 0.001 so that it was concluded that Transformational leadership had a significant effect on Food Industries performance. This result is in line with research conducted by Purwanto (2019) that Transformational leadership has a significant effect on Food Industries

performance, Purwanto (2020) that Transformational leadership has a significant effect on Food Industries performance, Asbari (2019) states that Transformational leadership has a significant effect on Food Industries performance, Purwanto (2020) ) that Transformational leadership has a significant effect on Food Industries performance satisfaction, Santoso (2019) that Transformational leadership has a significant effect on Food Industries performance satisfaction, Wijayanti (2019) states that Transformational leadership has a significant effect on Food Industries performance satisfaction, Hyun (2019) states that Transformational leadership has a significant effect on performance Food Industries, Bernarto (2019) that Transformational leadership has a significant effect on Food Industries performance.

**H4: Transactional leadership has a significant effect on Food Industries performance**

Based on the hypothesis testing results, it was found that the Beta value was 0.403, SE 0.031, T Statistics 2.098 and P-Values 0.000 so it was concluded that Transactional leadership had a significant effect on Food Industries performance. These results are in line with the research conducted by Purwanto (2019) that Transactional leadership has a significant effect on Food Industries performance, Santoso (2019) that Transactional leadership has a significant effect on Food Industries performance, Wijayanti (2019) that Transactional leadership has a significant effect on Food Industries performance, Asbari (2019) ) that Transactional leadership has a significant effect on Food Industries performance, Bernarto (2019) that Transactional leadership has a significant effect on Food Industries performance.

**H5: Food Industries satisfaction has a significant effect on Food Industries performance**

Based on the hypothesis testing results, it was found that the Beta value was 0.501, SE 0.031, T Statistics 3.091 and P-Values 0.000, so it was concluded that Food Industries satisfaction had a significant effect on Food Industries performance. These results are in line with the research conducted by Purwanto (2019) that Food Industries satisfaction has a significant effect on Food Industries performance, Santoso (2019) that Food Industries satisfaction has a significant effect on Food Industries performance, Wijayanti (2019) that Food Industries satisfaction has a significant effect on Food Industries performance, Asbari (2019) ) that Food Industries satisfaction has a significant effect on Food Industries performance, Bernarto (2019) that Food Industries satisfaction has a significant effect on Food Industries performance.

**H6: Transformational leadership has a significant effect on Food Industries performance through mediation of Food Industries job satisfaction**

Based on the hypothesis testing results, it was found that the Beta value was 0.402, SE 0.030, T Statistics 2.201 and P-Values 0.000 Transformational leadership has a significant effect on Food Industries performance through mediation of Food

Industries job satisfaction. These results are in line with the research conducted by Purwanto (2019) that Transformational leadership has a significant effect on Food Industries performance through mediation of Food Industries job satisfaction, Purwanto (2020) that Transformational leadership has a significant effect on Food Industries performance, Asbari (2019) states that Transformational leadership has a significant effect on performance Food Industries, Purwanto (2020) that Transformational leadership has a significant effect on Food Industries performance satisfaction through mediation of Food Industries job satisfaction, Santoso (2019) that Transformational leadership has a significant effect on Food Industries performance satisfaction, Wijayanti (2019) that Transformational leadership has a significant effect on Food Industries performance satisfaction, Hyun (2019) that Transformational leadership has a significant effect on Food Industries performance through mediation of Food Industries job satisfaction, Bernarto (2019) that Transformational leadership has a significant effect on Food Industries performance through mediation of satisfaction Food Industries work.

#### **H7: Transactional leadership has a significant effect on Food Industries performance through mediation of Food Industries job satisfaction**

Based on the hypothesis testing results, it was found that the Beta value was 0.302, SE 0.037, T Statistics 3.012 and P-Values 0.001 so that it was concluded that transactional leadership had a significant effect on Food Industries performance through mediation of Food Industries job satisfaction. This result is in line with the research conducted by Purwanto (2019) that Transactional leadership has a significant effect on Food Industries performance through mediation of Food Industries job satisfaction through mediation of Food Industries job satisfaction, Santoso (2019) that Transactional leadership has a significant effect on Food Industries performance through mediation of Food Industries job satisfaction, Wijayanti (2019) that Transactional leadership has a significant effect on Food Industries performance, Asbari (2019) states that Transactional leadership has a significant effect on Food Industries performance through mediating Food Industries job satisfaction, Bernarto (2019) that Transactional leadership has a significant effect on Food Industries performance through mediation of Food Industries job satisfaction.

The most interesting finding from this study is the effect of FoodIndustriess' perceptions on their job satisfaction. They have a perception of job prestige, self-esteem, autonomy in the workplace, and professional self-development that contribute the most to job satisfaction. These findings support previous research which revealed a significant positive relationship between aspects of teaching work and job satisfaction (Asbari, Bernarto, et al., 2020; Purwanto, MayestiWijayanti, et al., 2019). This variable serves as an intermediary variable for the leadership style of the head of Food Industries satisfaction. In this study, FoodIndustriess reported feeling very satisfied when their work gave them a "sense of self-worth," gave them "opportunities for self-development," gave them a "feeling of success," and enabled them "to participate in determining teaching and learning practices in Food industries. Expressions of such feelings about their job support theories of Food Industries job satisfaction, such as the two-factor theory derived from the work of Herzberg et al. (1959). These researchers argue that motivators, which refer to intrinsic aspects of teaching such as Food Industries self-growth, personal development, and

recognition, tends to promote job satisfaction. Cleanliness factors, which are associated with external aspects of the job as poor working conditions, tend to lead to Food Industries dissatisfaction (Asbari, Nurhayati, et al., 2020; Bernarto et al., 2020; Hyun et al., 2020; ; Purwanto, MayestiWijayanti, et al., 2019; Purwanto, Putri, et al., 2020). Further studies should investigate the concept of job satisfaction of FoodIndustriess by differentiating their constituents, as has been done in many studies. In the current study, overall job satisfaction, include aspects of fulfillment with both internal and physical aspects of work, is checked. Further research must be carried out It is necessary to clarify the concept of job satisfaction because as reported by (Hyun et al., 2020), there is heterogeneity between FoodIndustriess with respect to what they consider satisfactory and / or satisfying.

The implications and conclusions of these findings support research conducted in other places, such as research (Fayzhall et al., 2020; Asbari et al., 2020; Purwanto, Asbari, et al., 2020; Purwanto, Bernarto, et al., 2020; Purwanto, Wijayanti, et al., 2019) who show that Food Industries prefer to work with Food Industriesty heads who exhibit transformational rather than transactional types of behavior. (However, this finding should not be surprising because actors acting as transformational leaders seem to maximize the autonomy that has long had it. Given that the challenge to education is more in the area of how FoodIndustriess can better coordinate their work than how they can maximize their autonomy. The findings regarding the preferences of FoodIndustriess for transformational Food Industriesty heads seem to strengthen organizational structure and function. This study invites the world of education to pay attention to the inner realm of FoodIndustriess. This is suggestive in order to increase the level of satisfaction of Food Industries in the workplace, Food Industries management needs to pay attention to factors related to all aspects of teaching and learning, especially those entitled "professional," as they refer to the characteristics of teaching as a vocation. The work perceptions of Industries from data collection are very significant in influencing their satisfaction. This implication must be recognized by top level decision-makers, such as government officials, and at a more local level, by supervisors and FoodIndustriesty heads. The more FoodIndustriess see their teaching work as their profession and the center of their lives, the more satisfied they will be. Moreover, to increase the general feeling of all FoodIndustriess, Food Industriesty heads need to be more aware of how strongly their role and behavior influence Food Industries perceptions of management and their job satisfaction. Through transformational leadership and participatory behavior, FoodIndustriesty heads can develop and cultivate positive feelings and attitudes of Food Industries about their noble work. Understanding that teaching as a job that gives a sense of value and professional prestige will make FoodIndustriess consider it the center of their lives and thus increase their job satisfaction. Food Industries satisfaction from work is very important for good relations between Food Industriess and Industries, because satisfied Food Industriess will be more enthusiastic. invest time and energy in teaching their Industries.

#### **CONCLUSION**

The conclusion of this study is Transformational leadership has a significant effect on Food Industries job satisfaction, Transactional leadership has a significant effect on Food Industries job satisfaction, Transformational leadership has a significant effect on Food Industries performance, Transactional leadership has a significant effect on Food Industries performance, Food Industries satisfaction has a

significant effect on Food Industries performance, Transformational leadership has a significant effect on Food Industries performance. significant effect on Food Industries performance through mediation of Food Industries job satisfaction, Transactional leadership has a significant effect on Food Industries performance through mediating job satisfaction of Food Industriess at ISO 9001:2015 certified Food Industries in Jabotabek. Further research on this can be achieved through collecting data from Food Industries heads about their leadership styles, decision-making approaches, demographics and how these variables affect the views of Food Industries.

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