

Domination of Job Satisfaction in Moderate Influence Transformational Leadership Towards Employee Engagement ASN Employees

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Abstract. *This research aims to analyze the influence of transformational leadership on employee satisfaction in ASN officers in Medan. Analyzing the influence of transformational leadership towards employee engagement. Analyzing the significant impact of employee work satisfaction on employee engagement. Analyzing the influence of transformational leadership towards employee engagement through employee work satisfaction. Data collected by using the sample of ASN employees in Medan that have been working for 20 years. Data analysis methods use path regression. The results of the transformation proved the transformational leadership positive and significant to satisfaction. Transformational leadership is positively and significantly influential to employee engagement. Employee satisfaction has a positive and significant impact on employee engagement. Transformational leadership does not affect employee engagement through satisfaction as an intervening variable*

Keywords: *Transformational Leadership, employee engagement, satisfaction*

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I. Introduction

The success of an organization is strongly in the influence of a leader. In the organization, the presence of an inspirational leader is expected to be a deadlock breaker in facing various problems in government agencies, especially in the service of the community. With a visionary leader and close proximity to employees, it can encourage employee engagement so they can work better. In this case the style of leadership intended is a transformational style of leadership. Hamali (2016) explains that transformational leadership styles are positively influential towards associate engagement that encourages employees to have a culture that is engaged with their work. Associate engagement in this study refers to the engaged culture formed in the working environment due to the transformational leadership style. Employees with high engagement rates will have a high level of emotional attachment to the organization so that it will be influential in completing the work and tends to have satisfactory quality of work (Mulyadi, 2015).

High employee engagement can be supported by a leader's role in influencing employees, such as by implementing transformational leadership in leading employees inside. Transformational leaders demonstrate individual consideration and are thus able to recognize and respond to the abilities, aspirations, and needs of each individual (Afia). With the needs of each well-fulfilled individual, the officers also 2013 will be able to provide maximum performance results. Transformational leaders have attributes that change subordinate value systems to achieve objectives which are also factors of influence from such transformational leaders, ideal influences, individual considerations, and inspirational motivation (Budiasih, 2012).

In addition to impacting employee engagement, transformational leadership can also have an impact on improving employee satisfaction, where leaders who implement transformational leadership will be able to influence the satisfaction of its officers. From the employee's side, employee satisfaction will bring about a pleasant feeling of work. Meanwhile, from the company side, employee satisfaction will increase productivity, improvement of attitude, and conduct of officers in providing excellent service (Suwatno and Priansa, 2011). The content of a satisfied employee can trigger the emergence of employee engagement in an agency (Lintangsari et al., 2013, p. 3). Satisfied employees will also tend to be more frequently present in the office, have a high performance, and are loyal to the organization (Hamali, 2010).

Although often experienced turnover of leaders, the agency is very concerned about the welfare of employees such as wages that continue to be celebrated annually in the hopes of comparable with the increase in employee satisfaction. Chayati (2012) "salary increases will increase employee satisfaction and performance", but in practice is found the salary continues to be anticipated every year while employee satisfaction and performance does not increase even decreases, There are negative factors that can decrease employee

satisfaction, among others, lack of appreciation or recognition to employees who excel, poor attention of leaders to employees so that it affects the spirit and inspiration in Work. In addition to the location of the office of ASN officers in Medan is located in the high land that previously was the mountain was aligned and made into a complex of ASN government offices in Medan. Because the new building coupled with the office location is at the high Peak and the roads that have not been on the asphalt make employees difficult to pass the location of a high climb with a slippery mountain land, this condition worsened when the rain arrived this Employee's work environment in Medan

II. Heading

1. Transformational Leadership. Transformational leadership in principle motivates subordinates to do better than what can be done; in other words, can increase confidence or subordinate confidence that will affect performance enhancement. Based on the description of the transformational leadership it can be interpreted as leadership that seeks to transform subordinates' values to do more positively or better than what is commonly done by Organization or company objectives. (Andreas Lako, 2007) Expressed the behavior of transformational leadership as follows: 1) Charismatic (charismatic), the leader who affects the followers by giving rise to strong emotions and identification with the leader. Depending on the reaction of the followers to the leaders and the emotional-cognitive aspects of the leader. Capable of forming and expanding their followers through energy, confidence, ambition, and sensibility, and capturing opportunities. 2) Intellectual stimulation, a process whereby leaders raise the followers' awareness of problems and influence the followers to look at a problem from a new perspective.

2. Job satisfaction. Employee satisfaction is defined as the result of an evaluation of the characteristics of a job, a pleasant emotional state or not, as an emotional attitude that pleases and loves his job, and a state of happy emotions or positive emotions Derived from a job valuation or a person's work experience, which includes a reaction or cognitive attitude, affective and evaluative (Robbins & Judge, 2015). According to Sunyoto (2012:210), "Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work." Job satisfaction reflects one's feelings toward his or her job. While Hanggraeni (2011:14) stated that: "Job satisfaction is an individual attitude toward its work. A person who has high job satisfaction will have a positive attitude towards his job. Similarly, unsatisfied people (low employment satisfaction) will have a negative attitude towards their work. Sutrisno (2011:71) suggests that: job satisfaction is an employee's attitude towards work related to work situation, teamwork among employees, reward received in work and matters relating to physical and psychological factors. Job satisfaction according to Ikhsan and Maipita (2011:74) is a level where one feels positive or negative about various facets of work, workplace, and relationship with a working friend. Meanwhile, according to Davis et al. (Mangkunegara, 2013:117), the satisfaction of work is a feeling that is in the business of or not to encourage employees who relate to his work and with his condition. Work-related feelings involve aspects such as wages, or salary received, career development opportunities, relationship with other employees, job placement, corporate organizational structure work, quality of supervision. While feelings relating to him, among others age, health conditions, ability, education.

3. Employee Engagement. According to Kreitner and Kinicki (2010) stated, employee engagement is one's relationship, satisfaction, and enthusiasm towards his work. Employee engagement is interpreted by the extent to which employees are motivated to contribute to organizational success, and are willing to apply the freedom of self-decision to accomplish important tasks for Achievement of organizational objectives, as a positive two-way relationship between employees and organizations, and employees feel engaged, committed, passionate, empowered and demonstrated feelings of work behavior (Albrecht, 2010; London, 2014). Employee engagement relates to the willingness and ability of employees to provide ongoing efforts to help organizations succeed, can also predict increased employee performance, profitability, retain employees and success For the Organization (Cook, 2008; Endres & Smoak, 2008). Although the term of employee engagement and bonding is often used interchangeably, the bonding of work is considered more specific. The bonding of work refers to the relationship between employees and their work, while the engagement of officers on employee relations with the Organization (Schaufeli & Bakker, 2010). The bonding of work according to Schaufeli et al. (2002) in Schaufeli & Bakker (2010), interpreted as positive, fulfilling and in work has characteristics characterized by the vigor (spirit), dedication (dedication) and absorption (Absorption).

Employees with high engagement rates will have a high level of emotional attachment to the organization. High emotional attachment affects employees in solving their work and tends to have a satisfactory quality of work (Schaufeli & Bakker, 2004 in Margaretha and Saragih, 2008). According to Paradise (2008) in Margaretha and Saragih (2008), employee engagement positively establishes the quality of an effective working team.

III. Indentations And Equations

Which is research aimed at knowing the relationship between two or more variables with this research will be built a theory that function to explain, predict, and control a symptom. This research discusses the transformational leadership relationship to employee engagement and its impact on employee satisfaction.

Analysis Path

The data analysis technique used in this study is the analysis of pathways of structural equations with the formula:

A. Direct Effect

Influence of transformational leadership towards job satisfaction

Regression equation (X Y1)

$$Y1 = a + b1x + 'E$$

Influence of transformational leadership towards Employee Engagement

Equation of regression (X Y2)

$$Y2 = a + b1x + 'E$$

Effect of job satisfaction on Employee Engagement

Equation of regression (Y1 Y2)

$$Y2 = a + b1y1 + 'E$$

B. Indirect Effect

The influence of transformational leadership towards Employee Engagement through job satisfaction

$$X \text{ to } Y1 \text{ to } Y2 = (XY1 \times Y1Y2) = \text{Indirect effect}$$

C. Total Effect

The influence of transformational leadership towards Employee Engagement through job satisfaction

$$X \text{ to } Y1 \text{ to } Y2 = (XY1 + Y1Y2) = \text{Total effect}$$

D. Equations of Operational Path Analysis (first)

Influence of transformational leadership towards job satisfaction

$$Y1 = PY1 X + \epsilon1$$

E. Equation of operational Analysis Path (second)

Influence of transformational leadership towards job satisfaction and Employee Engagement

$$Y2 = PY2 X + PY2 Y1 + \epsilon2$$

Description:

Y 1 = Endogenous Variable

Y2 = Employee Engagement (Endogenous Variable)

X = Transformasional Leadership (Variable Exogenous)

'E = Error Term/Error Rate

IV. Figures And Tables

Test T shows how far the influence of one independent variable individually in describing variable variations associated with a significant level of 5% (Kuncoro in Rusiadi, Subiantoro, Hidayat, 2013:279).

Table 1 Path Analisis Jalur I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	24.283	4.835		5.022	.000
Leadership Transformation	.368	.130	.390	2.840	.003

b. Dependent Variable: Job satisfaction

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.390 ^a	.252	.133	4.79324

a. Predictors: (Constant), Leadership Transformational

b. Dependent Variable: Job satisfaction

According to the table above, the standardized beta value for transformational leadership amounted to 0.390 and significant at 0.003, which means transformational leadership affects satisfaction. The value of Coefficient standardized beta 0.390 is the path value or P2 path. Value of $e1 = (1 - 0,133) 2 = 0.7516$.

Equation I : $Y_1 = 0,390 X + 0,7516 \epsilon_1$

Table 2 Path Analisis Jalur II
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	19.981	3.889		5.138	.000
Leadership Transformational	.306	.091	.430	3.379	.002
Job satisfaction	.242	.096	.321	2.526	.004

b. Dependent Variable: Employee Engagement

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.629 ^a	.396	.369	3.08595

a. Predictors: (Constant), Leadership Transformational

b. Dependent Variable: Employee Engagement

According to the table above, the standardized beta values for transformational leadership amounted to 0.430 and significant at 0.002, which means transformational leadership affects employee engagement. The coefficient value Standardized beta 0.430 represents a path or path value of P1. The standardized beta value for satisfaction of 0.321 and significant at 0.004 which means satisfaction affects employee engagement. The coefficient value Standardized beta 0.321 is the value of the path or P3 path. Magnitude of value $E_2 = (1 - 0,369)^2 = 0,3981$

Equation II : $Y_1 = 0,430 X + 0,321 Y_1 + 0,3981 \epsilon_2$

Direct Effect atau DE

To calculate the direct influence or DE, using the following formula:
variable influence of transformational leadership to satisfaction

$X \rightarrow Y_1 = 0.390$

Impact of transformational leadership variables against employee engagement

$X \rightarrow Y_2 = 0.430$

Effect of satisfaction variables on employee engagement

$Y_1 \rightarrow Y_2 = 0.321$

Indirect Effect atau IDE

To calculate indirect influences or IDEs, used the following formula:

$X_1 \rightarrow Y_1 \rightarrow Y_2 = (0,390 \times 0,321) = 0,125$

Total Effect

The influence of a transformational leadership variable towards satisfaction through employee engagement

$X_1 \rightarrow Y_1 \rightarrow Y_2 = (0,390 + 0,321) = 0,711$

Diagram of the path for the model II as shown below:



Structural equations for such models are: $Y1 = PY1 X + \epsilon_1$ (As a substructure equation 1)

$Y2 = PY2 X + PY2 Y1 + \epsilon_2$ (As a substructure equation 2)

As a substructure equation 1 : $Y1 = 0,390 + 0,7516 \epsilon_1$

As a substructure equation 2 : $Y2 = 0,430 X + 0,321 + 0,3981 \epsilon_2$

The results of the calculations show indirect influence through less work satisfaction than direct influence on employee engagement. These results indicate that transformational leadership has no effect on employee engagement through satisfaction as a intervening variable.

Employees who already have a job satisfaction feel that the leader in performing his leadership task can always pay attention to aspiration and also can arrange tasks that must be considered well will be able to cause a feeling of delight Employees to the leader. Therefore, transformational leadership is important to improve the satisfaction of employees (Lestari, 2015). The results in this study are in line with the studies that have been conducted by Dewi (2013 and Hapsari (2013) which proves that transformational leadership has a positive and significant relationship to employee satisfaction. According to the author. In accordance with the research shows that transformational leadership is positively and significantly influential towards employee engagement with the leadership of the leader for more than 1 year, so it supports the statement that The transformational leadership implemented by the lead over the period of 8 months his leadership has not been able to drive the creation of employee engagement. The results of the study supported Priyanto's theory (2008) stating that transformational leaders strive to enhance the engagement of their employees. The results of this study were also in line with the study conducted by Rumondor (2015).

It is also supported by a study by Saks and Suhaji (2012), revealing that recognition and appreciation are significant from employee engagement. They notice that when employees receive gifts and acknowledgments from the organization, they will feel obligated to respond with a higher level of engagement. Based on this, the research hypothesis stating that transformational leadership affects employee engagement through job satisfaction does not have empirical support or can be deduced rejected hypotheses. It is supported by (Baron & Kenny, in Marzaweny et al., 2012). If the value of the transformational leadership is getting higher then the employee will be more engaged, and finally there will be satisfaction in the employees in the office. The results of this study were supported by the results of the previous research conducted by Deborah C. Widjaja (2015) who has proven that job satisfaction cannot serve as an intervening variable between transformational leadership to Employee engagement.

V. Conclusion

Transformational Leadership (X) positive and significant impact on the satisfaction of (Y1) employees of ASN officers in Medan This result is obtained based on T-test results where the transformational leadership variable has a significant number of 0.003, this value Less than the value of work satisfaction of 0.04 means that when the leader has a high transformational leadership, the higher the level of employee satisfaction, and the value of Thitung greater than the value (2,840 > 1,667) which means Ha Received and H0 rejected. The results of the 2 hypothesis study showed that the transformational leadership (X) was positively and significantly impacted by Employee Engagement (Y2) at ASN officers in Medan. These results are derived based on the test results where the transformational leadership variable has a significant number of 0.002, this value is less than the employee engagement value of 0.04 meaning that when the leader has a transformational leadership Higher, the higher is the employee engagement rate, and the Thitung value is greater than the value of the This (3,379 > 1,667) which means Ha accepted and H0 rejected. Employee satisfaction has positive and significant effect on employee engagement; hypothesis 3 shows significant number of job satisfaction 0.004 test T results of 2,526

meaning when employee satisfaction is higher then the higher level Employee engagement means that H_a is accepted and H_0 is rejected. Transformational leadership does not affect employee engagement through satisfaction as an intervening variable. This result in the can of the test path of the analyst by multiplying the indirect coefficient is $0.390 \times 0.321 = 0.125$ or the total influence of transformational leadership to employee engagement = $0.430 + (0.390 \times 0.321) = 0.555$. Because of the $P_2 \times P_3 < P_1$ Value, the job satisfaction does not become a variable that is the transaction between the transformational leadership of employee engagement at ASN officers in Medan.

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