

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, WORK CULTURE AND MOTIVATION ON PERFORMANCE THROUGH JOB SATISFACTION IN EMPLOYEES OF EAST TANJUNGPINANG DISTRICT, TANJUNGPINANG CITY

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Abstract

This study aims to determine the effect of transformational leadership, work culture and motivation with job satisfaction as a mediating variable on the performance of Kelurahan employees in East Tanjungpinang sub-district, Tanjungpinang City. The hypothesis put forward is that Transformational Leadership influences Performance, Work Culture Affects Performance, Motivation influences Performance, Job Satisfaction influences Performance, Transformational Leadership influences Job Satisfaction, Work Culture Affects Job Satisfaction, Motivation influences Job Satisfaction, Transformational Leadership influences Performance Through Job Satisfaction, Work Culture influences Performance through Job Satisfaction, Motivation Affects Performance through Job Satisfaction. The sample in this study were all employees in sub-districts in the East Tanjungpinang sub-district with a total of 83 respondents. The data obtained were analyzed using data analysis techniques with the help of PLS software. The results showed that transformational leadership had a significant positive effect on performance. Work Culture has a significant positive effect on performance. Motivation has a significant positive effect on performance. Job Satisfaction influences Performance significant positive. Transformational Leadership influence Job satisfaction Significant **Positive**. Work Culture significantly influence Job Satisfaction. Motivation has a significant positive effect on Job Satisfaction. Transformational Leadership Affects Performance mediated by Significant Positive Job Satisfaction, Work Culture Affects Performance mediated by Significant Positive Job Satisfaction. Motivation affects Performance mediated by Job Satisfaction significantly positive.

Keywords: *Transformational Leadership, Work Culture, Motivation, Performance, Job Satisfaction, PLS*

1. INTRODUCTION

1.1. Background of the Problem

One factor that greatly influences the success of an organization is human resources. A company that has adequate human resources will have great opportunities in achieving company goals. Conversely, companies that do not have strength in human resources will find it difficult to face competition and achieve company goals. In carrying out their work, employees produce something called performance. Performance is the result of an employee's work during a certain period compared to various possibilities, for example standards, targets/targets or criteria that have been determined in advance and mutually agreed upon. Performance is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities,

The performance of human resources or employees in a company can be influenced by various factors, including leadership, organizational culture and employee motivation. Efforts to improve employee performance in addition to internal control, leadership style also need to be considered. An ideal leader must have a good leadership style so that it can improve employee performance. In addition, a strong work culture is believed to be a mainstay of performance improvement, in this case the development of work culture is a very important internal focus, because work culture is the essence of philosophy to achieve success. Factors that can affect

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employee performance are also determined by job satisfaction because not fulfilling job satisfaction will have an impact on work results that are less than optimal, with low quality,

From observations made by the author at the East Tanjungpinang District Office, Tanjungpinang City, several phenomena were found in employee responses to leadership: among other things, a leader's insensitivity to situations will give birth to indifference to the job satisfaction of his subordinates. The results of observations also show that leadership in leading employees so far has not been good, especially in unclear communication patterns that make employees under his direction misinterpret what they are ordered. The impact of these problems resulted in many gaps between employees and leaders so that it could reduce the work results of employees. Then if you see the motivation of each employee is a little low,

2. FOUNDATION OF THEORY

2.1. Transformational Leadership

Priadana and Hadian (2013: 415) explain that transformational leadership is a leadership character that is change-oriented at the value level. Transformational leadership is able to invite the public to persistently face goals that are more essential than just fulfilling short-term interests or needs. According to Gibson (2006: 355), transformational leadership is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards. This definition illustrates that a leader must be able to arouse his followers to achieve the vision and give them great rewards. Zainal (2017:42).

2.2. Work Culture

Human resources are an important asset for the company, companies that have a good work culture are an advantage for the company. Work culture is important for companies because work culture is a characteristic that distinguishes a company from other companies. Mangkunegara (2015) Work culture is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better, according to standards. According to Dessler (2015), "work culture is a process of teaching skills needed by employees to do their jobs". Furthermore, the notion of work culture is simply defined by Mondy (2015), as "a learning process designed to change the ability of employees to do their jobs".

2.3. Work motivation

Hafidzi et al (2019: 52) state that motivation is the provision of driving force that creates enthusiasm for one's work so that they are able to work together, work effectively, and have integrity with all their efforts to achieve satisfaction. Motivation is something that is the main thing that encourages someone to work. According to Sedarmayanti (2017: 154) motivation is the force that drives a person to take an action or not which is essentially positive or negative internally and externally, work motivation is something that gives rise to encouragement/enthusiasm for work/enthusiasm for work. Wilson Bangun (2016: 312) Motivation is a desire in a person to cause that person to take an action. Someone takes action for something in achieving goals. According to Rivai (2015:

2.4. Performance

Gratitude (2019: 4), Performance is the result of work both in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Suhardi (2019: 297), defines performance as a record of results produced for certain job functions or activities over a certain period of time. Yusuf et al (2019) stated "performance (work achievement) is a work result that is achieved by a person in carrying out the tasks assigned to him which are based on skill, experience and sincerity as well as time. From these definitions it can be concluded that performance is the result of work over a certain period in terms of quality and quantity based on predetermined work standards. Wilson Wakes (2012)

2.5. Job Satisfaction

According to Hasibuan (2011) Job satisfaction is a pleasant emotional attitude and loves his job. Job satisfaction (Job Satisfaction) of employees must be created as well as possible so that work morale, dedication, love and discipline of employees increase, this attitude is reflected in work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside work, and in and out of work combinations. Robbins (2008) further defines job satisfaction as "a general attitude of an individual towards his work where in that job a person is required to interact with colleagues and superiors, follow organizational rules and policies, meet productivity standards.

3. RESEARCH METHOD

3.1. Type of Research

This research is research comparative causation that is research that states a causal relationship. So, in this study describe the facts that occur clearly and see the effect of each causal variable (X) on the effect variable (Y) through an intermediary or intervening (Z)

3.2. Time and Location of Research

The time of the research that the author conducted was May 2022 to October 2022. at the East Tanjungpinang District Office, Tanjungpinang City.

3.3. Population

The population is a generalization of all subjects and objects from existing research. The authors determined that the population in this study were employees with ASN status in the Tanjungpinang Timur District Office, Tanjungpinang City, with a total of 83 employees.

3.4. Sample

Withdrawal of sample members by sampling technique, the results are expected to represent the characteristics of the study population members (representative). Researchers used processed data using SEM with PLS software, in this study researchers used the census method, so that the total number of respondents was 83, respondents had to fill out the questionnaires that had been distributed.

3.5. Data Collection Techniques

For the purposes of analysis of the problems under study, data collection is carried out using the following techniques:

1. Interviews are questions and answers directly to related parties to obtain the desired data and information.
2. The distribution of the questionnaire contains questions from each research variable, where the number of questions from each of these variables is 5 questions. Furthermore, these questions are weighted based on a Likert scale with a weighting value of 1 to 5.
3. Document Study, namely studying and observing data or reports contained in the Riau Archipelago Provincial Health Office.

3.6. Research Variables

In this study the variables are divided into independent variables, namely variables that influence, consisting of (X1) Transformational Leadership, (X2) Work Culture (X3) Work Motivation. The other variable is the dependent variable, which is the variable that is affected or is the result of the independent variable. In this study there are two dependent variables, namely the Intervening Variable (Y) Increase in Job Satisfaction, and the dependent variable (the dependent variable) is (Z) Performance.

4. RESULTS AND DISCUSSION

4.1. Research Results

This research was conducted with the aim of testing, analyzing and knowing the Influence of Transformational Leadership, Work Culture and Work Motivation with Job Satisfaction as a Mediator Variable on the Performance of Employees of the East Tanjungpinang District Office, Tanjungpinang City. This research consists of five latent variables where three are in independent form, one dependent variable and one intervening variable. This research was conducted by distributing questionnaires to 83 civil servants in the Tanjungpinang Timur District Office, Tanjungpinang City.

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1) Direct Effect test results

Matrix	Original sample	sample mean	Standard Deviations	T Statistics	P Values
X1 -> X4	0.404	0.409	0.081	4,975	0.000
X1 -> Y	0.286	0.294	0.062	4,582	0.000
X2 -> X4	0.274	0.273	0.093	2,932	0.003
X2 -> Y	-0.064	-0.069	0.067	0.944	0.456
X3 -> X4	0.366	0.365	0.101	3,629	0.003
X3 -> Y	-0.227	-0.219	0.078	2,902	0.003
X4 -> Y	0.811	0.803	0.085	9,522	0.000

Source: Data Processing (2022)

2) Indirect Influence Test Results

Matrix	Original Sample	Sample Means	Standard Deviations	Q Statistics	P Values
X1 -> X4 -> Y	0.328	0.327	0.064	5050	0.00
X2 -> X4 -> Y	0.223	0.220	0.081	2,730	0.00
X3 -> X4 -> Y	0.297	0.294	0.091	3,243	0.00

4.2. Discussion

1) Direct Effect of Leadership Style on Job Satisfaction

The direct effect of the Leadership Style variable on the Job Satisfaction variable has a path coefficient value of 4,975 (positive), so an increase in the Leadership Style variable value will be followed by a high Job Satisfaction. The influence of the Leadership Style variable on Job Satisfaction has a P-Values of 0.000 < 0.05, so it can be stated that the Determination of the Leadership Style variable on the Job Satisfaction variable is significantly positive. The results of this study are in accordance with the theory put forward by Asnawi (2011) leadership is the ability to be able to influence and regulate the behavior of oneself, a person, or a group of people in order to achieve certain goals. And according to Thoha, (2010). Leadership style is a rule that governs one's behavior in influencing others. In other words, the leadership style of the leaders who are already in At the East Tanjungpinang District Employees of Tanjungpinang City is very good because it can influence employees to be able to do work as a sign of pressure and coercion so as to create satisfaction for employees at work.

2) Direct Effect of Leadership Style on Performance

The direct effect of the Leadership Style variable on employee performance variables has a path coefficient of 2,932 (positive), so an increase in the value of the Leadership Style variable

will be followed by an increase in the Employee Performance variable. The influence of the Leadership Style variable on employee performance variables has a P-Value of $0.000 < 0.05$, so it can be stated that the Determination of the Leadership Style variable on the Performance variable is significantly positive. The results of this study are in accordance with the theory put forward by Busro, (2018) which states that leadership style is a way how a leader is able to influence followers so that they voluntarily want to take various joint actions ordered by the leadership without feeling that they are being pressured in order to achieve goals. organization.that the leadership style applied by superiors is good and really protects all employees so that employees can improve their performance.

3) Direct Influence of Work Culture on Job Satisfaction

The direct effect of the Work Culture variable on the Job Satisfaction variable has a path coefficient of 5,673 (positive), then an increase in the value of the Work Culture variable will be followed by an increase in the Job Satisfaction variable. The effect of the work culture variable on job satisfaction has a P-value of $0.003 < 0.05$. The determination of the work culture variable on the job satisfaction variable is significantly positive. The results of this study are in accordance with the theory put forward by Robbins and Judge (2011) emphasized that organizational culture is a system of shared meaning held by members that distinguishes one organization from another. So that the organizational culture system can create job satisfaction for each individual employee. The organizational system or organizational culture that has been implemented by employees in East Tanjungpinang District, Tanjungpinang City in increasing the job satisfaction of each individual is very good. Because a good organizational culture with mutual respect and equality and a good initial orientation at work will create security and comfort for employees at work so that the work satisfaction of each individual employee will increase.

4) Direct Effect of Work Culture on Performance

The direct effect of the Work Culture variable on employee performance has a path coefficient of 0.944 (positive), meaning that an increase in the Work Culture given to civil servants will be followed by an increase in the value of the performance variable. The influence of the Work Culture variable on employee performance has a P-Values of $0.456 > 0.05$, so it can be stated that the Determination of the Work Culture variable on the Job Satisfaction variable is insignificantly positive. The study found that work culture is proven to have no direct effect on performance. This research is not in line with the theory or previous research conducted by Siti Hajar 2019 and Effendy and Fitria (2020) which states that Work Culture directly and very significantly influences performance. In an organization both government and private sector that Work Culture is important to improve performance and encourage employee productivity. However, the existence of a coefficient value that is not significant directly indicates that the Government in particular East Tanjungpinang District, Tanjungpinang City still very minimal in carrying out a good organizational culture. Apart from that, there is still a mismatch between organizational rules and the culture that is developed for the work being done.

5) The Effect of Work Motivation on Job Satisfaction

The direct effect of the Work Motivation variable on Job Satisfaction has a path coefficient of 3,629 (positive), this means that an increase in the value of the Work Motivation variable will be followed by an increase in the Job Satisfaction variable. The effect of the variable Work Motivation on Job Satisfaction has a P-Values of $0.003 < 0.05$, so it can be stated that the Determination of the Variable Work Motivation on the variable Job satisfaction is significantly positive. The results of this study are in accordance with the theory put forward by Malayu SP Hasibuan (2014: 95) motivation is the provision of driving force that creates enthusiasm for one's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. so that giving motivation will be very important to do in order to stimulate job satisfaction of employees. Giving motivation can be done by giving awards for performance.

5. CONCLUSIONS AND SUGGESTIONS

5.1. CONCLUSION

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The results of the findings of data analysis in the discussion and testing of hypotheses, it can be concluded as follows:

- 1) The direct effect of the Leadership Style variable on the Job Satisfaction variable has a path coefficient value of 4,975 (positive), a P-Values of 0,000 <0.05, so it can be stated that there is a significant direct effect of Leadership Style on Job Satisfaction.
- 2) The direct effect of the Leadership Style variable on employee performance variables has a path coefficient of 2,932 (positive), a P-Value of 0.000 <0.05, so it can be stated that there is a significant positive direct effect between Leadership Style on employee Performance variables.
- 3) The direct effect of the work culture variable on the job satisfaction variable has a path coefficient of 5,673 (positive), the P-value is 0.003 <0.05, so it can be stated that there is a significant positive direct effect of work culture on the job satisfaction variable.
- 4) The direct effect of the work culture variable on employee performance has a path coefficient of 0.944 (positive), a P-value of 0.456 > 0.05, so it can be stated that there is no significant direct effect between work culture on employee performance.
- 5) The direct effect of the variable Work Motivation on Job Satisfaction has a path coefficient of 3,629 (positive), a P-Values of 0.003 <0.05, so it can be stated that there is a significant positive direct effect between Work Motivation on Job Satisfaction.

5.2.SUGGESTIONS

Based on the conclusions from the results of the research above, in accordance with the objectives of this study, it can be suggested to the leadership and the management team of East Tanjungpinang District, Tanjungpinang City and for scientific advancement of management economics, it is suggested as follows:

- 1) To improve Transformational Leadership in all sub-districts in the sub-district of East Tanjungpinang, Tanjungpinang City, it is necessary to carry out several improvements among them. Leaders both in the sub-district and in the sub-district are required to pay more attention both in the form of emotional support and support in the form of policies but the policies do not conflict with existing regulations. In addition, leaders must also be able to make wise decisions regarding problems in the study, this is important for achieving goals.
- 2) To improve the work culture in all sub-districts in the East Tanjungpinang sub-district, Tanjungpinang City, it is necessary to make several improvements among them. The current work culture in the kelurahan under the auspices of the East Tanjungpinang sub-district is good, but there are several improvements that must be made, including the need to make a work plan whose main objective is to complete the work according to a predetermined time target.
- 3) To increase motivation in all sub-districts in the sub-district of East Tanjungpinang, Tanjungpinang City, it is necessary to make some improvements between them. Motivation for employees must be routine and always done because motivation is one of the things that makes employees more enthusiastic about working. The motivation that needs to be carried out by the kelurahan under the East Tanjungpinang sub-district is to give awards to outstanding employees.
- 4) To improve Transformational Leadership in all sub-districts in the East Tanjungpinang sub-district of Tanjungpinang City related to job satisfaction, it is necessary to make some improvements between them. Leadership carried out in daily activities is expected to be carried out by prioritizing an emotional approach such as leaders can ask what the needs and complaints employees are related to work and may soon be fulfilled if it is not too difficult.
- 5) To improve work culture in all sub-districts in the sub-district of East Tanjungpinang, Tanjungpinang City, related to job satisfaction, it is necessary to make some

improvements between them. The kelurahan and sub-district parties are expected to be able to create programs that can facilitate employees to be able to work optimally such as making clear work programs, in accordance with targets and goals.

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EAST TANJUNGPINANG DISTRICT, TANJUNGPINANG CITY**

Rizki Adha Putra, Indrayani, Bambang Satriawan
