

The Influence of Transformational Leadership and Job Satisfaction mediated by Work Motivation on the Performance of Functional and Structural Officials of the Mappi District Education Office

Geradus Wen¹, Arius Andreas Kambu², Ikhwan, HS³

Universitas Terbuka UPBJJ Jayapura

Universitas Gunadarma Jakarta

Article Info

Article history:

Received : 09 March 2024

Published : 21 March 2024

Keywords:

Leadership transformation

Job satisfaction

Work motivation

Performance

Functional and Structural

Abstract

The main problem of this study is that the performance of functional and structural staff of the education office has not reached the expected target so that the purpose of this study is to analyze the effect of transformational leadership and job satisfaction with work motivation as a mediating variable. The sampling technique used accidental sampling technique with a sample size of 100 respondents. The variable measurement was carried out using Likert scale parameters. Data analysis using descriptive statistics using SEM-PLS to test the hypothesis. The results showed that leadership transformation and job satisfaction had a significant effect on performance through work motivation, while the direct test results showed that transformational leadership and job satisfaction had no effect on performance. The results of this test also confirm that transformation leadership and job satisfaction affect work motivation and work motivation affects performance.

This is an open access article under the [Lisensi Creative Commons Atribusi-BerbagiSerupa 4.0 Internasional](https://creativecommons.org/licenses/by-sa/4.0/)



Corresponding Author:

Geradus Wen

Universitas Terbuka UPBJJ Jayapura

Email: Wengeradus@gmail.com

1. INTRODUCTION

With the current state of government management at the Mappi Regency education service, many employees feel dissatisfied with both functional and structural officials because they are not placed in accordance with their competence, there is a lack of transparency in promotions and financial management of offices and schools. Meanwhile, job satisfaction is a key factor for improving employee performance. According to Siagian, (2000) the determining factors for job satisfaction include satisfaction with the job itself, the extent to which workers are given opportunities, learn and the opportunity to accept responsibility.

In the aspect of work motivation, education service officials show that in many jobs they are unable to realize programs in accordance with the availability of expenditure budgets in the regional APBD according to targets. Likewise, the attendance assessment shows that work discipline motivation is still low, namely 40% of functional officials in rural areas and 80% in urban areas (Primary School Sector Data, Mappi District Education Office (2022).

A transformational leadership approach in an organization is one of the factors that determines the success of an organization, because successful leadership shows that the management of an organization has been implemented successfully. Mappi District Education Office need approach transformational leadership to motivate employees to carry out tasks and work so as to improve performance.

To achieve maximum performance, the influence of several factors is needed, including transformational leadership, job satisfaction and motivation. In several previous research studies, it was found that there were differences in research results regarding

transformational leadership on employee performance. In research conducted by Xiomeng and Kathryn, (2010) leadership that has power influences employee performance with work motivation as a mediating variable. Rianto, (2018) did not find any significant influence of transformational leadership on the performance of the Civil Apparatus, while job satisfaction and work motivation had a positive influence on performance. Tucunan, Supartha and Riana, (2014) produced several research conclusions that there is a positive and significant influence between transformational leadership and employee performance, there is a positive and significant influence between transformational leadership and employee motivation, there is a significant positive influence between employee motivation and employee performance. Meanwhile, transformational leadership with employee performance through work motivation does not have a direct influence. Research by Gita SP (2016) found based on multiple linear regression tests that transformational leadership style had a positive influence on employee performance, while work motivation had no effect on employee performance.

The results of the research above are different from other research such as [1] that there is a significant influence of transformational leadership, work motivation on performance both partially and simultaneously. Putra and Surya (2020) found that transformational leadership has a significant effect on performance and job satisfaction has a positive and significant effect on employee performance and job satisfaction positively and significantly mediates transformational leadership on employee performance. Hidayat, Kambara and Lutfi, (2018) found that motivation had a significant effect on performance and transformational leadership had a positive and significant effect on performance and job satisfaction had a positive and significant effect on performance. Sudiardhita, (2019) research results show that transformational leadership influences employee performance and job satisfaction influences performance. The research results of [2], Sudiro and Noermijati, (2017), found that work motivation has an indirect effect on performance, while transformational leadership has a significant effect on performance and job satisfaction has a positive effect on performance.

Based on the research results above, there are still differences in research findings, where not all research includes motivation variables as variables that mediate the influence of transformational leadership on performance and job satisfaction, so the position of this research is to study further about performance influenced by transformational leadership and job satisfaction. mediated by work motivation. Apart from that, previous research shows that motivation does not always directly influence performance, likewise transformational leadership does not always influence performance, so it is contrary to several other studies and supporting theories.

The theories used as the basis for analysis in this research are Transformational leadership theory was put forward by James McGregor [3] who emphasized by Bernard Bass, (in Stone et al, 2004) which states that transformational leadership is a leadership style that changes (transforms) members' personal values so that they can be used as supporters of the vision and goals to be achieved by the organization. The goal setting theory of motivation developed by Locke and Latham (1990) which states that goal setting and motivation determine organizational performance and this theory emphasizes the importance of the relationship between motivation, goal setting and performance (Lunenburg CF, 2011).

According to Rivai (2014) transformational leaders pay attention to the concerns and development needs of individual followers; they change followers' awareness of issues by helping them see problems in new ways and they are able to excite, excite, and inspire followers to achieve group goals. Bernard Bass [4] defines transformational leadership as follows: "Leadership and performance beyond expectations". Meanwhile, Tracy and Hinkin [4] define transformational leadership as follows: "The process of influencing major changes
1387 | The Influence of Transformational Leadership and Job Satisfaction mediated by Work Motivation on the Performance of Functional and Structural Officials of the Mappi District Education Service (Geradus Wen)

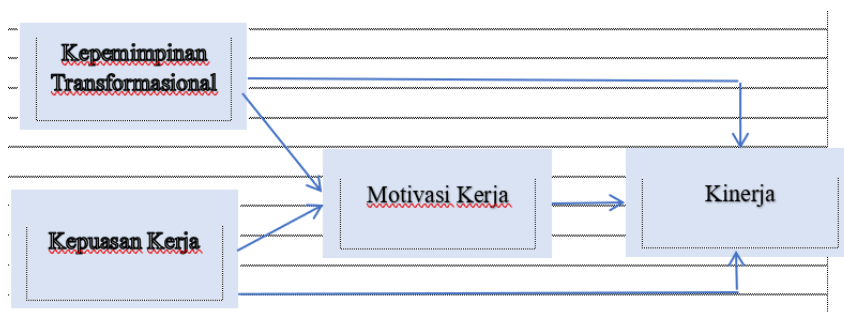
n the attitudes and assumptions of organization members and building commitment for the organization's mission or objectives".

Theoretically, the meaning of job satisfaction has been put forward by several experts. One of them is Sudaryo, Agus & Nunung (2018), job satisfaction is a feeling of being pleasant or unpleasant about work based on expectations and rewards provided by the agency. Hasibuan (2017) job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline and work performance.

Motivation is a person's feelings or behavior in doing work or exercising power, especially in behavior. Nursalam (2014). Work motivation is a condition that influences to generate, direct and maintain behavior related to work relationships. [5] in Nursalam 2014).

Based on the opinion of Robbins and Judge (2014) motivation is a process of intensity of direction and persistence of effort to achieve a goal. Intensity is related to how hard a person tries because high intensity will produce high work performance or achievement and perseverance is a measure of how long people can maintain their efforts. Robbert Heller (in Wibowo (2014: 110) work motivation is the result of a collection of internal strengths and external factors that cause work to choose appropriate paths of action and use certain behaviors. Work motivation is generally related to each goal, while organizational goals focus on work-related behavior (Robbins and Judge in Wibowo: 2014: 110).

Performance employee is performance Work, ie comparison between results Work Which can see in a way real with standard Work Which has set organization. Then Robbins (2008) define performance that is something results Which achieved by employee in his job according to criteria certain Which applies for something work. Sutrisno (2016:172) "Performance is results Work employee seen from aspect quality, quantity, time Work, And Work The same For reach objective Which has set by organization.".[5] "Performance is results Work in a way quality And quantity Which achieved by a employee in carry out his task in accordance with not quite enough answer Which given to her." Fahmi (2017:188) "Performance is results from something process Which refers And be measured during period time certain based on provision or agreement Which has set previously." According to Torang (2014:74) "Performance is quantity or quality results Work individual or group in in organization in carry out task principal And function Which guided on norm, standards operational procedure, criteria And size Which has set or Which applies in organization. Theoretically, the proposed research model is as follows;



Based on the model construction above, the following hypothesis is developed;

1. The relationship between transformational leadership and employee performance.

The research results of Prahesti, Dewi, et al (2017) explained that transformational leadership has a positive and significant effect on employee performance. The results of

research conducted by Syahrir Natsir, (2000) show that transformational leadership influences employee performance, there is a direct influence on work behavior on employee performance. This is supported by research conducted by Zhang et al. (2019), transformational leadership has a positive effect on employee performance through increasing work motivation and adaptability. Likewise, according to Wei et al. (2020), transformational leadership has a positive effect on employee performance through increasing employee innovation, communication and self-confidence.

H1: There is an influence of transformational leadership on employee performance.

2. The relationship between job satisfaction and performance

Saputri's research results, Novia Yohana. et al, (2017) found that job satisfaction has a positive and significant effect on employee performance. Likewise with Syauta, Eka, Margono, Solimun. (2012) which proves that job satisfaction has a positive and significant effect on employee performance.

H2: There is an influence of job satisfaction on performance.

3. The Relationship between Work Motivation and Performance

According to research by [1], motivation influences employee performance both partially and simultaneously. This is supported by Hakim (2006) who states that one of the factors that influence employee performance is the motivation factor, where motivation is a condition that moves a person to try to achieve goals or achieve the desired results. The formation of strong motivation will produce good results or performance as well as quality of the work carried out. This means that every increase in motivation that employees have in carrying out their work will provide an increase in their performance. Research conducted by Tati Hartati (2020) Work Motivation as measured by employee performance has a positive and significant contribution to the level of employee performance.

H3: There is an influence of work motivation on performance

4. The relationship between transformational leadership and work motivation

According to research by Kartawidjaja (2020), it shows that transformational leadership has a positive and significant effect on work motivation. In line with research conducted by Komang. APM Putra and I Gede A. Sudibya show that transformational leadership has a positive and significant effect on employee work motivation. The role of leaders in improving employee performance is as a motivator and supervisor in every activity or work implementation. As a motivator whose job is to provide and maintain employee morale so that they are always motivated to show the best performance.

H4: There is an influence of Transformational Leadership on work motivation.

5. The relationship between job satisfaction and work motivation.

According to research conducted by Afifah and Mosadieg (2017), it was stated that job satisfaction has a significant effect on work motivation. Agrees with research conducted by Tjiong Fei Lie and Siagian, H (2018) that job satisfaction has a direct relationship with work motivation, where the higher the satisfaction, the more employee work motivation will increase.

H5: There is an influence of Job Satisfaction on Work Motivation.

6. The influence of transformational leadership on performance with work motivation as mediation

According to research conducted by Afifah and Mosadieg (2017), it was stated that job satisfaction has a significant effect on work motivation. Agrees with research conducted by Tjiong Fei Lie and Siagian, H (2018) that job satisfaction has a direct relationship with work motivation, where the higher the satisfaction, the more employee work motivation will increase.

H6: There is an influence of transformational leadership on performance with work motivation as mediation

7. The effect of job satisfaction on performance with work motivation as mediation

According to research conducted by Afifah and Mosadieg (2017), it was stated that job satisfaction has a significant effect on work motivation. Agrees with research conducted by Tjiong Fei Lie and Siagian, H (2018) that job satisfaction has a direct relationship with work motivation, where the higher the satisfaction, the more employee work motivation will increase.

H7: There is an influence of Job Satisfaction on performance with work motivation as mediation

2. RESEARCH METHODS

This research was conducted in the Mappi District Education Office. As for population in this research were all functional and structural officials of the Mappi Regency Education Department totaling 350 people. The sampling technique used accidental sampling.

The research instrument uses a questionnaire distributed to respondents selected as samples. To obtain research data the author distributed a questionnaire via Google form which was filled in by respondents who were structural and functional officials of the education department and respondents were asked to answer one of the alternative answers provided from five answer choices for each statement listed in the questionnaire. The answers are assessed using a Likert scale with an assessment score of 1 to 5 for each answer. Raw data is processed using SEM-PLS.

The indicators for the transformational leadership variable used in this research were adapted from [6] [7] Rafetty and Griffin (2004); [8]; Sudarwan et al (2009: 62) consists of 8 statements. Meanwhile, the variable indicator for job satisfaction consists of 9 statement items adapted from Luthans (2006); Badriyah (2015: 241). then the work motivation variable indicators were adapted from Wibowo (2011:162); [9] consists of 4 statement items and performance variable indicators adapted from Dharma, A (2015;24);Masram (2017:142) consists of 4 statement items.

To test the validity and reliability of the instrument using outer m analysis model meanwhile the reliability test is strengthened by Cronbach Alpha whose value is expected to be > 0.7 for all constructs. To predict causal relationships between models using i analysisnner model. Meanwhile, for hypothesis testing using 5% alpha, the t-statistic value used is 1.96 (Muniarti et al., 2013).Additionally, the relationship model, which included both direct and mediation models, underwent testing using Structural Equation Modeling (SEM) with the Smart PLS 3.0 program.

3. RESEARCH RESULTS AND DISCUSSION

3.1. Research result

Description of respondent data

The demographic characteristics used in this research consist of gender, age, level of education and years of work which are presented in the following table;

Table 3.1. Description of Respondent data

| No | Characteristics | Classification | Amount | Percentage % |
|--------|-----------------|----------------------|--------|--------------|
| 1 | Gender | Man | 63 | 63% |
| | | Female | 37 | 37% |
| Amount | | | 100 | 100% |
| 2 | Age | 20-30 | 17 | 17% |
| | | 31-40 | 35 | 35% |
| | | 41-50 | 28 | 28% |
| | | >50 | 20 | 20% |
| Amount | | | 100 | 100% |
| 3 | Education | SMA/SMK | 13 | 13% |
| | | 3-year diploma | 17 | 17% |
| | | S1/D4 degree | 49 | 49% |
| | | Postgraduate Masters | 21 | 21% |

| | | |
|--------|-----|------|
| Amount | 100 | 100% |
|--------|-----|------|

The validation test results show that the 8 questionnaire items related to transformational leadership are considered valid, with loading factors ranging from 0.604 to 0.887. Likewise, the 9 question items for the job satisfaction variable were declared valid, with loading factors ranging from 0.715 to 0.855. The work motivation variable also produces 4 statements which are considered valid, with loading factors between 0.844 and 0.897. Furthermore, the validity of the performance questionnaire items was verified, showing factor loadings ranging from 0.827 to 0.937. Reliability testing shows a Cronbach's Alpha coefficient of 0.931 for transformational leadership, job satisfaction, 0.928 for work motivation, 0.925 for performance variables of 0.908. These coefficients exceed the threshold of 0.6 as recommended by (Zikmund et al., 2010).

Basic ones used in testing the hypothesis is the value contained in the output result for innerweight. Table 4.14 provides the estimation output for testing the structural model.

Table 3.2
Results For Inner Weight

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|--------------|
| Transformational leadership→Work motivation | 0.336 | 0.323 | 0.113 | 2,967 | 0.003 |
| Job satisfaction→Work motivation | 0.539 | 0.544 | 0.109 | 4,932 | 0,000 |
| Transformational leadership→Employee performance | 0.097 | 0.092 | 0.091 | 1,062 | 0.289 |
| Job satisfaction→Employee performance | 0.004 | 0.007 | 0.133 | 0.029 | 0.977 |
| Work motivation→Employee performance | 0.731 | 0.722 | 0.153 | 4,767 | 0,000 |

Source: Data processed with SmartPLS Version 3.0

Based on the hypothesis test above, it produces transformational positive leadership and significant effect on work motivation. Test results on intermediate parameter coefficients transformational leadership to work motivation shows a positive influence with a coefficient value of 0.336 with a t-statistic value of 2.967 and significant at $\alpha=0.05$. Hypothesis2 states that job positive satisfaction and significant effect on work motivation. Test results on intermediate parameter coefficients job satisfaction to work motivation shows a positive influence with a coefficient value of 0.539 with a t-statistic value of 4,932 and significant at $\alpha=0.05$.

Hypothesis 3 states that Transformational leadership does not significant effect on Employee performance. Test results on intermediate parameter coefficients Transformational leadership to Employee performance shows that there is no influence of the coefficient value of 0.097 with a t-statistic value of 1,062 and not significant at $\alpha=$

0.05 (0.289). Hypothesis 4 states that Job satisfaction does not have a significant effect on employee performance. Test results on intermediate parameter coefficients Job satisfaction to employee performance shows that there is no significant influence, with a coefficient value of 0.004 with a t-statistic value of 0.029 and not significant at $\alpha = 0.977$. Hypothesis 5 states that work motivation has a positive and significant effect on Employee performance. Test results on the parameter coefficient between work motivation and Employee performance shows a positive influence with a coefficient value of 0.731 with a t-statistic value of 4.767 and significant at $\alpha = 0.05$.

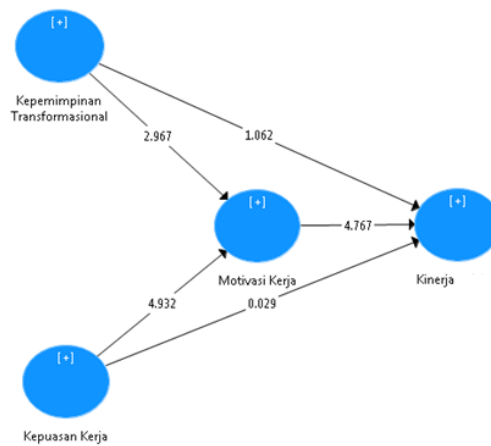
Based on the results From the PLS analysis of the influence between variables, the direct influence, indirect influence and total influence of this research are as follows:

Table 3.3
Analysis of Influence between Variables

| No | Influence between variables | Direct Influence | Indirect Influence | Total Influence |
|----|--|------------------|--------------------|-----------------|
| 1. | Transformational leadership → Work motivation | 0.336 | | |
| 2. | Job satisfaction → Work motivation | 0.539 | | |
| 3. | Transformational leadership → Employee performance | 0.097 | | |
| 4. | Job satisfaction → Employee performance | 0.004 | | |
| 5. | Work motivation → Employee performance | 0.731 | | |
| 6. | Transformational leadership → Work motivation → Employee performance | - | 0.246 | 0.343 |
| 7. | Job satisfaction → Work motivation → Employee performance | - | 0.394 | 0.398 |

Source: Data processed with SmartPLS Version 3.0

The significance of the estimated parameters provides very useful information regarding the influence between research variables, which can be seen in Figure 3.4 below:



Then the results of the hypothesis test are shown in table 3.5 below;

Table 3.5
Hypothesis test results

| Construct Relationships | Path Coefficient | T Statistics | p-value |
|--|------------------|--------------|--------------|
| Transformational leadership → Work motivation | 0.336 | 2,967 | 0.003 |
| Job satisfaction → Work motivation | 0.539 | 4,932 | 0,000 |
| Transformational leadership → Employee performance | 0.097 | 1,062 | 0.289 |
| Job satisfaction → Employee performance | 0.004 | 0.029 | 0.977 |
| Work motivation → Employee performance | 0.731 | 4,767 | 0,000 |
| Transformational leadership → Work motivation → Official Performance | 0.246 | 2,363 | 0.019 |
| Job satisfaction → Work motivation → Official Performance | 0.394 | 3,572 | 0,000 |

3.2. Discussion

The results of the path analysis show that there is an influence of transformational leadership on work motivation at the Mappi District Education Office, with the calculated t value for the transformational leadership variable being greater than the t table value (1.96) which indicates a significant influence. The results of this study are consistent with a number of the results of research and theory show that there are several variables that can influence employee motivation, including transformational leadership. A study conducted by Xiaomeng and Kathryn (2010) stated that leadership that has power influences employee performance with motivation as a mediating variable. John and Gregory (2012).

The variable job satisfaction on work motivation with a calculated t value of 4.932 is greater than the t table of 1.96 at a significance level of 5%. The findings of this research support the research results of Afifah and Mosadieg (2017), put forward that job satisfaction has a significant effect on work motivation. Research conducted by Tjong Fei Lie and Siagian, H (2018) shows that job satisfaction has a direct relationship with work motivation, where the higher the satisfaction, the more employee work motivation will increase.

The results of path analysis show that there is no influence of transformational leadership on employee performance with tcount of 1.062 which is smaller than ttable of 1.96 and not significant at 5%. This means that Leadership transformational does not

have a significant effect on employee performance. The results of this research are in line with the results of research conducted by Bagus Dwi Setyawan (2013) and Nirma Kurriwati (2015) who concluded that transformational leadership has no effect on employee performance. There is no influence between job satisfaction and employee performance with a calculated t value of 0.029 which is smaller than the t table of 1.96 at a significance level of 5%. which indicates there is no significant effect. These results are not in line with or do not support research conducted by Arthawan and Mujiati (2017); Narsih (2017); Saputri et al. (2016) which shows that job satisfaction does not have a significant effect on performance, meaning that the lower the employee's job satisfaction, the less this will affect the employee's performance.

Work motivation variables on employee performance in District Education Department Mappi in Papua, with a calculated t value of 4.767 for the work motivation variable which is greater than the t table value (1.96) which indicates a significant influence. These results are in line with research conducted by Guterres and Supartha (2016); Juniari et al. (2015); Ardiana (2017) which shows that work motivation has a positive effect on employee performance.

Meanwhile, the results of testing the influence of transformational leadership on employee performance through work motivation with the calculated t value for the transformational leadership variable being greater than the t table value (1.96). indicated there is a significant influence. The relationship between job satisfaction, employee performance, and work motivation has been widely researched. Sumiyati (2019) and Utomo (2021) both highlight the significant influence of work motivation on employee performance. Santoso (2019) and the position of this research supports the results of previous research. Meanwhile, the calculated t value for the transformational leadership variable is greater than the t table value (1.96), which indicates a significant indirect effect. Job satisfaction reflects the degree to which employees are satisfied with their jobs, including aspects such as the work environment, opportunities for development, compensation, and interpersonal relationships in the workplace. High job satisfaction tends to increase employee intrinsic and extrinsic motivation.

4. CONCLUSION

Based on the results of data analysis in this research, it can be concluded that transformational leadership has a direct effect on work motivation and has no effect on performance. These findings confirm that the transformational leadership implemented so far by department heads has provided enthusiasm and encouragement to staff and employees to be motivated in carrying out their duties but has had no impact on employee performance. This is also supported by the results of employee performance assessments in the education department. Meanwhile, job satisfaction has an effect on work motivation but has no effect on employee performance. Meanwhile, work motivation influences performance. Then the results of testing the influence of transformational leadership on employee performance through work motivation show significance, the same thing happens to the job satisfaction variable which has a significant effect on performance through motivation.

The findings of this research have filled the gaps in previous research. This design has weaknesses in explaining causal relationships between variables, so it is recommended that future research use a longitudinal design. Second, the respondents for this study were limited to functional and structural officials of the Mappi district education office, so the results cannot represent the overall employee performance. Further research can be carried out by adding or expanding the research analysis unit. Finally, this research can be developed by adding variables that play a role in improving performance.

5. BIBLIOGRAPHY

- [1] A. F. Nurhadian, “Pengaruh Kepemimpinan Transformasional Dan Motivasi Kerja Terhadap Kinerja Karyawan.,” *J. Ekon. Bisnis dan Entrep.* 11(1)59-74, 2017.
- [2] S. A. dan N. Ardiaz, “Pengaruh Motivasi Kerja dan Gaya Kepemimpinan Tranformasional Terhadap Kinerja Karyawan di Mediasi Kepuasan Kerja (Studi Pada PT Bank Rakyat Indonesia (Persero) Tbk Kantor Cabang Malang Marthadinata).,” *J. Bisnis dan Manajemen, Vol. 4. No. 1. 64 – 73.*, 2017.
- [3] J. M. Burns, “Leadership.,” *New York Harper Rows.*, 1978.
- [4] N. Gill, A. Biger, N. Mathur, “The Relationship Between Working Capital Management And Profitability.,” *Bus. Econ. Journal. Vol BEJ-10.*, vol. 2010.
- [5] A. A. A. P. Mangkunegara, “Manajemen Sumber Daya Manusia,” *Bandung. PT, Remaja Rosdakarya.*, 2020.
- [6] D. Ancok, “Psikologi Kepemimpinan dan Inovasi.,” *Yogyakarta. Erlangga*, 2012.
- [7] Bass, “Leadership and Performance Beyond Expectation.,” *New York Acad. Press*, 1985.
- [8] B. J. Bass, B.M.and Avolio, “Manual for the multifactor leadership questionare :,” *Rater form (5X short). Palo Alto, CAMind Gard.*, 1995.
- [9] B. U. B. Uno, Hamzah, “Teori Motivasi dan Pengukurannya.,” *Jakarta Bumi Aksara*, 2012.