

The Influence of Transformasional Leadership and Organizational Climate on Job Satisfaction of Modan Planting Service Employees and Integrated Licensing Services one Door South Coastal District with Work Motivation as Intervening Variables

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ABSTRACT: This study aims to find out how influential The Organization's Trsformasional Leadership and Climate is on Job Satisfaction and Work Motivation as Intervening Variables. This type of research uses quantitative approach with multiple liner regression method. Data collection techniques with questionnaires, respondents of this study are 30 employees of the Office of Investment and Licensing Services Terpsdu One Door South Coastal Regency. Sample withdrawal method using total sampling method where the entire population in this study is used as research sample.

From the results of this study found that: 1). Transformational Leadership has no effect on Work Motivation 2) Organizational climate has a significant influence on Work Motivation 3) Transformational Leadership has a significant effect on Job Satisfaction 4) Work Motivation has no effect on Job Satisfaction 5) Organizational Climate has a significant effect on Job Satisfaction 6) Transformational Leadership has a significant effect on Job Satisfaction with Work Motivation as an Intervening variable 7) Organizational Climate has a significant influence on job satisfaction with Work Motivation as a variable Intervening Employees Of the Investment Office and Integrated Licensing Services One Door South Coastal Regency.

Keywords: *Transformational Leadership, Organizational Climate, Work Motivation, Job Satisfaction.*

1. INTRODUCTION

Based on South Coastal District Regulation Number 43 Year 2016 concerning Position, Organizational Structure, Main Duties, Functions, Work Procedures and Description of Structural Department of The Investment Office and Integrated Licensing Service One Door South Coastal Regency has the task of assisting the Regional Head in carrying out government affairs and assistance tasks in the field of investment and integrated licensing services one door.

Various complexities of existing jobs and activities require employees at the Office of Investment and Integrated Licensing Services One Door South Coastal District must be able, capable, skilled and have the desire to work diligently in an effort to achieve optimal work results, but it will not mean if employees do not have high job satisfaction so as to affect the success of the organization as a whole.

The impact of job satisfaction tends to be centered on employee performance, attendance level, and employee in-and-out rate (turnover). Therefore, employee job satisfaction becomes very important because it is the key driver of morale, discipline, employee work achievement in supporting the realization of organizational goals.

The Office of Investment and Integrated Licensing Services One Door South Coastal Regency has a considerable number of employees and a fairly complex organizational structure. This can be seen from the existence of 1 (one) Secretariat and 3 (three) Fields, namely The Field of Promotion and Investment Cooperation, Investment Sector, and Licensing, and also employees who support in it. Each employee has different skills and abilities from each other with a wide range of educational backgrounds, ages, and personalities.

The phenomenon that occurred in this study occurred a decrease in the average attendance rate below 50%. These employees only make facial deposits and then start an office on the grounds of doing outside work that generates more profit from the salaries of employees received, while their needs grow faster. This happens because the organization they work for is unable to provide additional income for them. The provision of incentives that are equalized by group or rank regardless of the performance of the employee in question also plays a role in lowering the spirit and excitement of the employee's work and job satisfaction.

Basically job satisfaction is an individual thing, because each employee has a different level of satisfaction according to the characteristics of each employee. But on the other hand, often found employees who are very bored with work, feel uncomfortable, dislike or disappointed with work, and have other negative feelings. These types of employees consider that the work they do is a burden, a compulsion, and if they can try to avoid it.

2. RESEARCH METHODS

This type of research is using descriptive analysis research with qualitative approach and quantitative analysis. According to Rakhmat in his book Communication Research Method (2012) the understanding of descriptive methods is research that describes variables by variable, one by one. This understanding is the same as descriptive analysis in statistics, as opposed to inferential analysis. In fact, descriptive methods of collecting data univariately.

Data characteristics are obtained by measures of central tendency or dispersion. The sample in this study was as many as 30 people. Data Analysis Techniques using Track Analysis According to Imam Ghozali, (2016). Path analysis aims to explain the direct and indirect consequences of a set of variables, as causal variables, against a set of other variables that are consequent variables. Path analysis is an extension of regression analysis. In the regression analysis efforts to study the relationship between variables never matter why the relationship exists or not.

3. RESULTS AND DISCUSSIONS

Research using Path Analysis with SPSS version 20.0. The steps are as follows:

1. Direct Influence :

Regression Hypothesis Test 1

Table 1. The Effect of X_1 and X_2 on I

No	Influential Variables	Standar coefficients	Sig
1	Trasformasional Leadership (X_1)	0,369	0,019
2	Climate Organization (X_2)	0,507	0,002

Source: Processed Primary Data, October 2020

Berdasarkan tabel 1 di atas dapat diketahui persamaan sub struktur 1 yaitu :

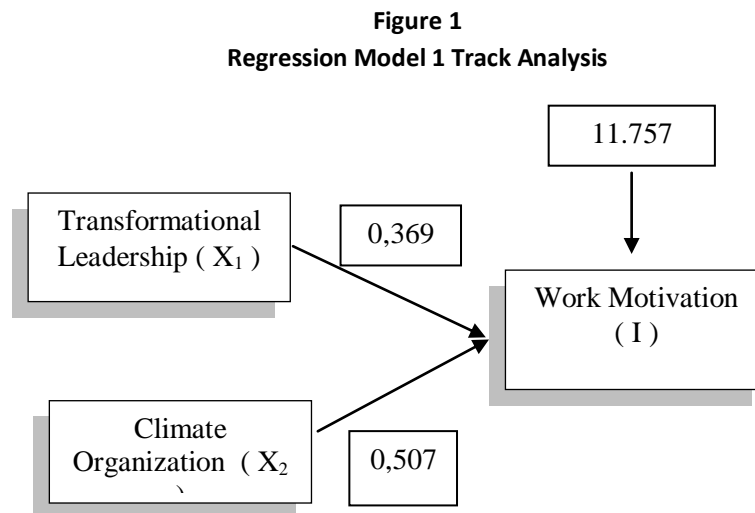
$I = 0,369 X_1 + 0,507 X_2 + 11.757$, Keterangan persamaan substruktur 1 :

$b_1 = 0,369$; artinya bahwa terdapat pengaruh positif antara variabel Kepemimpinan Trsformasional (X_1) terhadap Motivasi kerja (I), hal ini menunjukkan bahwa semakin baik Kepemimpinan Trsformasional, maka akan meningkatkan Motivasi kerja. Nilai koefisien regresi struktur organisasi adalah 0,369 artinya setiap peningkatan satu kesatuan Kepemimpinan Trsformasional maka Motivasi kerja pegawai meningkat sebesar 36,9%.

Dari hasil analisis pengaruh variabel Kepemimpinan Trasformasional (X_1) terhadap variabel Motivasi Kerja (I) diperoleh nilai $py_{X_1} = 0,369$ dengan tingkat level signifikan $0,019 > 0,05$. Hasil analisis menunjukkan bahwa tidak mempengaruhi antara variabel Kepemimpinan Trasformasional terhadap Motivasi Kerja.

$b_2 = 0,507$; artinya bahwa terdapat pengaruh positif antara variabel Iklim Organisasi (X_2) terhadap Motivasi kerja (I). Hal ini menunjukkan bahwa semakin baik Iklim Organisasi, maka akan meningkatkan Motivasi Kerja pegawai. Nilai koefisien regresi analisis jabatan adalah $0,507$ artinya setiap peningkatan satu satuan Iklim Organisasi maka Motivasi kerja pegawai meningkat sebesar $50,7\%$.

Dari hasil analisis pengaruh variabel Iklim Organisasi (X_2) terhadap variabel Motivasi Kerja (I) diperoleh nilai $py_{X_2} = 0,507$ dengan tingkat level signifikan $0,002 < 0,05$. Hasil analisis menunjukkan bahwa terdapat pengaruh yang signifikan antara variabel Iklim Organisasi terhadap Motivasi kerja pegawai.



B. Regression Hypothesis 2

Table 2. The Effect of X_1 , X_2 and I on Y

No	Influential Variables	Standar Coefficients	Sig
1	Transformational Leadership (X_1)	0,471	0,002
2	Climate Organization (X_2)	0,511	0,001
3	Work Motivation (I)	0,363	0,015

Source: Processed Primary Data, October 2020

Based on table 4.20 above can be known substructure equation 2 that is:

$$Y = 0,471X_1 + 0,511X_2 + 0,363I$$

Description of substructure equation 2 :

$b_1 = 0,471$; means that there is a positive influence between the Trsformasional Leadership variable (X_1) on Job Satisfaction (Y). This shows that the better the Trasformasional Leadership, it will increase employee job satisfaction. The value of the regression coefficient of organizational structure is 0.471 meaning that every increase of one trasformasional leadership unit, employee job satisfaction increases by 47.1% .

From the analysis of the influence of Trasformasional Leadership variable (X_1) on Job Satisfaction variable (Y) obtained py_{X_1} value = 0.471 with a significant level of $0.002 < 0.05$. This can be interpreted as a significant influence between Trasformasional Leadership on Employee Job Satisfaction.

$b_2 = 0,511$; means that there is a positive influence between organizational climate variables (X_2) on job satisfaction (Y). This shows that the better the Organizational Climate, it will increase job satisfaction of

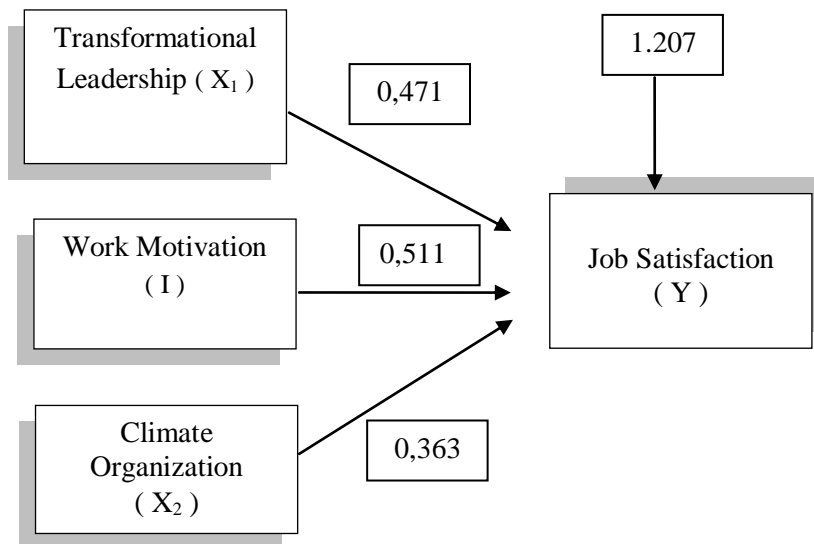
employees of the Investment Office and Integrated Licensing Services One Door South Coastal Regency. The value of the regression coefficient of position analysis is 0.511 meaning that every increase of one unit of Organizational Climate, employee job satisfaction increases by 51.1%.

From the analysis of the influence of Organizational Climate variables (X_2) on the variable Job Satisfaction (Y) obtained the value $\rho_{YX_2} = 0.511$ with a significant level of $0.001 < 0.05$. This can be interpreted as a significant influence between the Organizational Climate on Employee Job Satisfaction.

$b_3 = 0,363$; means that there is a positive influence between the Variable Work Motivation (I) on Job Satisfaction (Y). This shows that the better the Work Motivation, it will increase employee Job Satisfaction. The coefficient value of Work Motivation regression is 0.015 meaning that every increase of one unit of Work Motivation then employee Job Satisfaction increases by 36.3%.

From the analysis of the effect of Work Motivation variable (I) on Job Satisfaction variable (Y) obtained ρ_{YI} value = 0.363 with a significant level of $0.015 > 0.05$. This can be interpreted as not affecting Work Motivation to Job Satisfaction of employees of the Investment Office and Integrated Licensing Service One Door South Coastal Regency. Regency of South Pesisir, then H_0 received.

Figure 2
Regression Model 2 Track Analysis



2. Indirect Influence

Intervening is a variable between mediating an independent (free) variable relationship with a dependent (bound) variable. The research model exerts an indirect influence of Trasformasional Leadership (X_1) and Organizational Climate (X_2) on Job Satisfaction (Y) through Work Motivation (I). Intervening test is done by using path analysis as follows:

1. Work Motivation (I) serves as an intervening varabel between Trsformasional Leadership (X_1) and Job Satisfaction (Y) Of The Investment Office and Integrated Licensing Service One Door South Coastal Regency. To determine the effect of an independent variable (free) to dependent variables (bound) either directly or indirectly can be seen as follows:

a. Direct effect of X_1 variable on I :

$$I \leftarrow X_1 \rightarrow (\rho_{IX_1}) \times (\rho_{IX_1})$$

$$= (0,369) \times (0,369) = 0,136 = 13,6\%$$

b. Indirect influence from X_1 to I via Y :

$$I \leftarrow X_1 \rightarrow Y \rightarrow I \rightarrow (\rho_{IX_1}) \times (\rho_{YX_1}) \times (\rho_{YI})$$

$$=(0,369) \times (0,471) \times (0,363) = 0,063 = 6,3\%$$

Based on the calculation above obtained that the direct influence of Trsformasional Leadership on Job Satisfaction is 0.136 (13.6%), while the indirect influence of Trsformasional Leadership variables on Job Satisfaction through Work Motivation is 0.063 (6.3%). From these results it can be concluded that the Work Motivation variable can act as an intervening variable between Trsformasional Leadership and Job Satisfaction because the coefficient value is less than the direct influence (0.063 < 0.136).

2. Work Motivation serves as an intervening varabel between The Organizational Climate and Job Satisfaction Office of Investment and Integrated Licensing Services One Door South Coastal Regency. To determine the effect of an exogenous variable to an endogenous variable either directly or indirectly can be seen as follows:

- a. Direct effect of X₂ variable on I:

$$I \leftarrow X_2 \rightarrow (\rho_{ZX_2}) \times (\rho_{ZX_2})$$

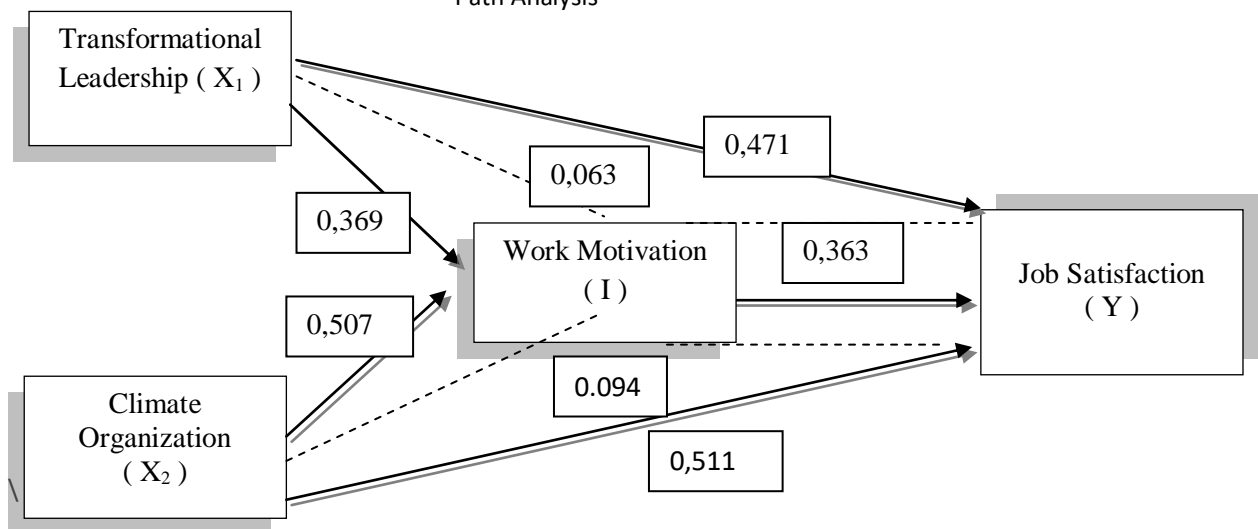
$$= (0,507) \times (0,507) = 0,257 = 25,7\%$$
- b. Indirect influence from X₂ to I via Y:

$$I \leftarrow X_2 \Omega Y \rightarrow \rho_{IX_2} \times (\rho_{YX_2}) \times (\rho_{IY})$$

$$=(0,507) \times (0,511) \times (0,363) = 0,094 = 9,4 \%$$

Based on the calculation above obtained that the direct influence of the Organizational Climate on Job Satisfaction is 0.257 (25.7%), while the indirect influence of organizational climate variables on job satisfaction through work motivation is 0.094 (9.4 %). From these results it can be concluded that the Work Motivation variable can act as an intervening variable of the relationship between organizational climate and job satisfaction because the coefficient value is less than the direct influence (0.094 < 0.257).

Figure 2
Path Analysis



The Influence of Trsformasional Leadership on Work Motivation in the Office of Investment and Integrated Licensing Services One Door South Coastal Regency.

Based on the results of the study showed that Trsformasional Leadership has a significant influence on the Work Motivation of employees of the Investment Office and Integrated Licensing Services One Door South Coastal Regency. This means that Work Motivation will increase if the Designated Trsformasional Leadership is in accordance with the objectives of the organization.

The Influence of Organizational Climate on The Work Motivation of the Investment Office and Integrated Licensing Service One Door South Coastal Regency.

Based on the results of the study showed that the Organizational Climate has a significant effect on the Work Motivation of employees of the Investment Office and Integrated Licensing Services One Door South Coastal Regency. This means that Work Motivation will increase if the Organizational Climate is able to encourage employees to carry out their work effectively and efficiently.

The influence of Trsformasional Leadership on Job Satisfaction of Employees of the Investment Office and Integrated Licensing Services One Door South Coastal Regency.

Based on the results of the study showed that Trsformasional Leadership has a significant influence on job satisfaction of employees of the Investment Office and Integrated Licensing Services One Door South Coastal Regency. This means that Job Satisfaction will increase if Trsformasional Leadership is carried out in accordance with the planning.

Effect of Work Motivation on Job Satisfaction Of Investment Office and Integrated Licensing Service One Door South Coastal Regency.

Based on the results of the study showed that Work Motivation has a significant effect on job satisfaction of employees of the Office of Investment and Integrated Licensing Services One Door Coastal Regency. This means that Job Satisfaction will increase if employees are motivated to do a good job.

The Influence of Organizational Climate on Job Satisfaction Of Investment Office and Integrated Licensing Service One Door South Coastal Regency.

Based on the results of the study showed that the Organizational Climate has a significant effect on job satisfaction of employees of the Office of Investment and Integrated Licensing Services One Door Coastal District. This means that Job Satisfaction will increase if the Organizational Climate is able to encourage employees to carry out their work effectively and efficiently.

The Influence of Trsformasional Leadership on Job Satisfaction with Work Motivation as Intervening Variables in the Office of Investment and Integrated Licensing Services One Door Coastal Regency.

The sixth objective of this study was to find out the influence of Work Motivation (I) as intervening between the influence of Trsformasional Leadership (X_1) on Job Satisfaction (Y) of the Investment Office and The Integrated Licensing Service of One Door Coastal Regency. The results of the sixth hypothesis test found that the direct influence of Trsformasional Leadership on Job Satisfaction was 0.136 (13.6%), while the indirect influence of Trsformasional Leadership variables on Job Satisfaction through Work Motivation as intervening was 0.063 (6.3%). From these results it can be concluded that the Work Motivation variable can act as an intervening variable to the relationship between Trsformasional Leadership and Job Satisfaction because the coefficient value is greater than the direct influence ($0.063 < 0.136$).

The Influence of Organizational Climate on Job Satisfaction with Work Motivation as a Variable Intervening Investment Office and Integrated Licensing Services One Door Coastal Regency

The seventh purpose of this study was to find out the influence of Work Motivation (I) as intervening between the influence of Organizational Climate (X_2) on Job Satisfaction (Y) of the Investment Office and Integrated Licensing Services One Door Coastal District. The results of the seventh hypothesis test found that the direct influence of organizational climate on job satisfaction was 0.257 (25.7%), while the indirect influence of organizational climate variables on job satisfaction through work motivation as intervening was 0.094 (9.4%). From these results it can be concluded that the Work Motivation variable can act as an intervening variable to the relationship between Organizational Climate and Job Satisfaction because the coefficient value is greater than the direct influence ($0.094 < 0.257$).

4. Conclusion

Based on the analysis of data and interpretation that has been submitted, it can be concluded from the results of this research as follows:

Transformational Leadership has no effect on employee Work Motivation The organization's climate has a significant effect on employee Work Motivation Transformational Leadership has a significant effect on employee Job Satisfaction Work Motivation has no effect on Employee Job Satisfaction Climate Organization has a significant effect on Job Satisfaction employees Investment Office and Integrated Licensing Services One Door South Coastal District. Transformational Leadership has a significant effect on Job Satisfaction with Work Motivation as a variable Intervening employees Climate Organization has a significant effect on job satisfaction with Work Motivation as a variable Intervening Employees Investment Office and Integrated Licensing Services One Door South Coastal Regency.

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