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

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 such as wages that continue to be celebrated annually in the hopes of comparable with the increase in employee satisfaction. 

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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 does 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)
\[ Y1 = a + b1x + \varepsilon \]

Influence of transformational leadership towards Employee Engagement
Equation of regression (X Y2)
\[ Y2 = a + b1x + \varepsilon \]

Effect of job satisfaction on Employee Engagement
Equation of regression (Y1 Y2)
\[ Y2 = a + b1y1 + \varepsilon \]

B. Indirect Effect
The influence of transformational leadership towards Employee Engagement through job satisfaction
X to Y1 to Y2 = (XY1 x Y1Y2) = Indirect effect

C. Total Effect
The influence of transformational leadership towards Employee Engagement through job satisfaction
X to Y1 to Y2 = (XY1 + Y1Y2) = Total effect

D. Equations of Operational Path Analysis (first)
Influence of transformational leadership towards job satisfaction
\[ Y1 = PY1 X + \varepsilon1 \]

E. Equation of operational Analysis Path (second)
Influence of transformational leadership towards job satisfaction and Employee Engagement
\[ Y2 = PY2 X + PY2 Y1 + \varepsilon2 \]

Description:
\( Y1 \) = Endogenous Variable
\( Y2 \) = Employee Engagement (Endogenous Variable)
\( X \) = Transformational Leadership (Variable Exogenous)
\( \varepsilon \) = 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

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>.368</td>
<td>.130</td>
<td>.390</td>
<td>5.022</td>
</tr>
<tr>
<td>Transformation</td>
<td>24.283</td>
<td>4.835</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b. Dependent Variable: Job satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. An error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.390(^a)</td>
<td>.252</td>
<td>.133</td>
<td>4.79324</td>
</tr>
</tbody>
</table>

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.
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Equation I : \( Y_1 = 0.390 \times X + 0.7516 \)

Table 2 Path Analisis Jalur II

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>( t )</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>19.981</td>
<td>3.889</td>
<td>5.138</td>
<td>.000</td>
</tr>
<tr>
<td>Leadership Transformational</td>
<td>.306</td>
<td>.091</td>
<td>.430</td>
<td>3.379</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>.242</td>
<td>.096</td>
<td>.321</td>
<td>2.526</td>
</tr>
</tbody>
</table>

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 : \( Y_1 = 0.430 \times X + 0.321 \times Y_1 + 0.3981 \times Y_2 \)

**Direct Effect atau DE**

To calculate the direct influence or DE, using the following formula:

\( X \rightarrow Y_1 = 0.390 \)

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 orIDES, 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:
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meaning when employee satisfaction is higher then the higher level Employee engagement means that Ha is accepted and H0 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 x 0.321 = 0.125 or the total influence of transformational leadership to employee engagement = 0.430 + (0.390 x 0.321) = 0.555. Because of the P2 x P3 < P1 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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