

## **The Influence of Transformational Leadership Style on Job Satisfaction with The Mediation of Communication Aspects in A Regional Secretariat Office**

Bangkit Wanipikir Hadi<sup>1</sup>, Mokhamad Natsir<sup>2\*</sup>, Harianto Respati<sup>2</sup>

<sup>1</sup>(Student in Magister of Management, University of Merdeka Malang, Indonesia)

<sup>2</sup>(Faculty of Economics and Business, University of Merdeka Malang, Indonesia)

---

**Abstract:** The purpose of this study was to analyze and explain the effect of transformational leadership style on job satisfaction through communication as a mediating variable. Research respondents are employees with the status of employees working in government organizations, Indonesia. A total of 84 units of analysis are the samples of this study. The analysis technique is descriptive and path analysis to determine the direct and indirect effects. The quantitative approach was chosen to explain the influence between research variables. Collecting data using a questionnaire. The results of this study found that the communication aspect was able to bridge the transformational leadership style and employee satisfaction.

**Keywords:** Transformational Leadership Style, Job Satisfaction, Communication

---

### **I. Introduction**

The state is obliged to serve every citizen or resident to fulfill their basic rights and needs within the framework of public services which is the mandate of the 1945 Constitution of the Republic of Indonesia. The role of the government is to build public trust in the implementation of public services. This is done so that public service providers are following the expectations and demands of citizens or society. In the implementation of public services, the public bureaucracy has an organizational structure consisting of leaders or superiors and subordinates who have their respective main tasks and functions in carrying out the interests of the organization. Related to this, the function of the Regional Secretariat is to facilitate the activities of regional heads and their representatives to realize the vision and mission to improve bureaucratic reform, namely improving the quality of public services and governance so that they can be implemented properly.

The element of the leader is very important, the leader is the spearhead of the administration of government and the person in charge of public services so that good leadership will be able to improve the quality of public services. The administration of government is focused on realizing good governance, which has become the responsibility of both the central government and local governments. The good governance described in Law number 28 of 1998 (in Indonesia) in its implementation has several indicators including transparency, participation, accountability, and coordination. One of the indicators that have been mentioned is coordination, where coordination will not work well if the communication that is built is not in line. Communication must be fostered and developed gradually so that it will realize a common vision, mission, and perception in government organizations so that coordination will become easier. This is expected to increase the opportunity to realize good governance.

Related to public services, the transformational leadership style is more appropriate to be applied in government organizations. Robbin and Judge (2015) explain that the transformational leadership style is a type of leadership that can change the values, beliefs, and attitudes of followers. Robbin and Couter (2010) emphasize that transformational leadership inspires subordinates so that they want to carry out the organization's vision and mission well. The research results of Voon et al (2011) found that the transformational leadership style was able to create employee job satisfaction. Colquitt et al (2011) explain the meaning of job satisfaction is the level of pleasant feelings obtained from the assessment of a person's work on their work experience.

Effective communication between leaders and subordinates makes employees able to carry out tasks or orders from the leadership well (Khomsahrial Romli, 2011). The success of transformational leadership lies in the communication aspect. So that leadership requires aspects of communication to succeed in carrying out the vision and mission of the organization. This is following the results of research by Rizal (2015) and Machasin (2015) which tested the aspects of communication and job satisfaction which proved to have a significant effect. Rizal's research results (2015) prove that there is an influence between communication leadership on employee job satisfaction.

Regarding the communication aspect stated by (Khomsahrial Romli, 2011), this study wants to test whether it is true that the communication aspect is very necessary for a regional secretariat organization to realize the vision and mission of the local government. And also want to examine the magnitude of the influence

of transformational leadership style on employee job satisfaction. The results of this study are useful for government organizations that want to measure the effectiveness of communication between leaders and subordinates to improve working relationships.

## **II. Literature Review**

Leaders who can observe all activities and strive to carry out overall control are needed by the organization. Leadership is the key to organizational success. Many organizations collapse because of poor leadership. The leadership style greatly determines the attitude of subordinates to behave (Soekarso, 2015), leadership style is behavior and strategies to direct existing resources efficiently and effectively. A leadership style that always provides consideration and intellectual stimulation and can encourage followers/subordinates to realize the importance of work results and encourage subordinates to put the interests of the organization first. Bas and Jung (1997) measure four indicators of transformational leadership, namely ideal influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Job satisfaction is an individual event. Everything happens to the individual and the individual carries out the process of thinking between expectations and reality. Each individual has a different level of satisfaction. Job satisfaction is distinguished by positive and negative satisfaction (Greenberg and Baron, 2013). This negative satisfaction is dissatisfaction. The level of satisfaction of feeling happy or positive emotions that come from work experience and relates to the past and arises based on assessment (Loke, 1976). The views of experts such as Colquitt et al. (2013) explained that employee satisfaction with work can be considered from several aspects such as salary, promotion, supervisory system, co-workers, work itself, altruism, status, and social environment. Comparison between the number of awards received and the number of awards they believe will result in satisfied and dissatisfied conclusions (Robbin, 2013).

The process of meaning or information sent by someone, namely the sender to the receiver, is called communication (Colquitt, 2011). Communication is information that is understood between two or more people (McShane da Von Glinov, 2010). Effective communication within the internal organization is determined by such things as information flow, feedback, empathy, repetition, trust, good timing, simplifying language, effective listening, and ethics (Ivancevich et al. 2007). Wursanto (1987) in his theory argues that internal communication indicators consist of vertical, horizontal, and diagonal communication. Good communication is a process of conveying to the first party to the second party and there is a mutual understanding of the content, intent, and purpose without guessing.

## **III. Research Concept Framework**

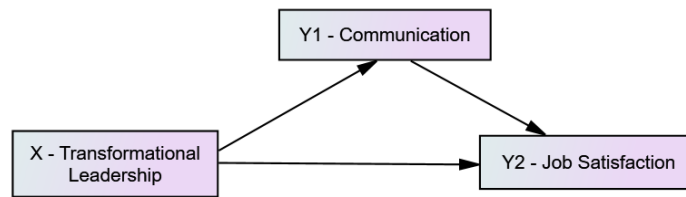
Robbins and Coulter (2010) explain that the transformational leadership style is a type of leadership that can change the values, beliefs, and attitudes of followers. Transformational leaders can certainly inspire subordinates to carry out the vision following the organization and participate in developing a work culture that will generate high-performance activities. Job satisfaction is an attitude in evaluating work by comparing the number of awards received by workers and the amount they believe they should receive (Robbin 2013).

A good transformational leadership style has an impact on employee job satisfaction, this relationship has been tested by Hardian (2018); Jonnaidi (2015), Farisa et al (2014) and Voon et al. (2011) show that there is a real influence. Leadership becomes effective in an organization when it is supported by good communication aspects. Of course, the communication aspect is the best way for leadership styles in organizations to satisfy employees' work. Research by a person named Men (2014) proves that transformational leadership positively affects organizational symmetrical internal communication and employee relational satisfaction.

And also the results of research by Rizal (2015) and Sukaraja and Machasin (2015) prove that communication has a positive and significant effect on employee job satisfaction. The research hypotheses are: H1. Communication can mediate transformational leadership on employee job satisfaction.

The relationship between the variables used in this study can be described in a conceptual framework as follows:

**Figure 1. Research concept framework**



**IV. Research Methods**

This research design is quantitative with one research hypothesis. Description analysis is used to explain the description of each variable studied and multiple linear regression analysis is used to determine the effect between the variables tested. Questionnaires were used to collect primary data. Respondents only chose five answers according to the Likert scale on choice 1 indicating the choice of "strongly disagree", 2 indicating the choice of "disagree", choice 3 is "neutral", 4 is "agree" and choice 5 is "strongly agree".

The study was conducted in the period 12 December 2020 to 20 December 2020. The research respondents were all permanent employees who worked at the Regional Secretariat office in a city in East Java, Indonesia. There are 107 office employees. The Slovin formula is used to determine the sample with a tolerance level of 5% so that a sample of 84 respondents is obtained. The sampling technique used is simple random sampling with the consideration that every employee has the same opportunity to answer the research questionnaire.

Transformational Leadership Style is measured by four indicators, namely ideal influence, inspirational motivation, intellectual stimulation, and individual consideration. Communication is measured by three indicators, namely vertical communication, horizontal communication, and diagonal communication. While job satisfaction is measured by four indicators, namely satisfied with the work, satisfaction with payment, satisfaction with promotion, and satisfaction at work. The structure of variables, indicators, and the number of research instruments is presented in Table 1.

**Table 1. Variables, indicators, and research instruments**

Variables and Indicators	Number of instruments
Transformational Leadership Style (X <sub>1</sub> )	
Ideal influence (X <sub>1</sub> )	2
Inspirational motivation (X <sub>2</sub> )	2
Intellectual stimulation (X <sub>3</sub> )	2
Individual considerations (X <sub>4</sub> )	2
Communication (Y <sub>1</sub> )	
Vertical communication (Y <sub>1,1</sub> )	2
Horizontal communication (Y <sub>1,2</sub> )	2
Diagonal communication (Y <sub>1,3</sub> )	2
Job satisfaction (Y <sub>2</sub> )	
satisfied with the work (Y <sub>2,1</sub> )	2
Satisfaction on payment (Y <sub>2,2</sub> )	2
Satisfaction on promotion (Y <sub>2,3</sub> )	2
Satisfaction at work (Y <sub>2,4</sub> )	2

**V. Research Result**

Eighty-four copies of the questionnaire were circulated, and 84 were returned. After the examination, all respondents filled out the questionnaire following the researcher's directions. The researcher met each respondent and had a little dialogue with them and answered questions if there were statement items that the respondents did not understand. Questionnaire distribution activities were carried out well and there were no obstacles. Tabulation of respondents' answers using the excel program.

Tabel 2. dibawah menyajikan informasi tentang profil responden.

**Table 2. Profile of Respondents**

Gender	%	Age	%
Male	55,95	25 – 35 year	29,76
Female	44,05	36 – 46 year	53,57
Level of education	%	47 – 58 year	16,67
Postgraduated	5,95	Workin time	%
Bachelor	50	5-13 year	46,43
Diploma	11,91	14-22 year	44,05
High school	32,14	23-32 year	9,52

There are more male respondents than women because the demands of work require more activities with high mobility and the age range of 36 to 46 is more dominant, meaning that the age of employees is relatively young and able to carry out activities at a high level, supported by an adequate education, some are undergraduates.

Analysis of data processing using the SPSS (Statistical Package for Social Science) program. There are three variables, 11 indicators, and a total instrument of 22 items. The results of testing the validity and reliability for 22 items proved valid. The probability of each instrument does not exceed the 5% error rate, meaning that the respondent understands the meaning of the measurements in the questionnaire. The results of the research instrument reliability test showed a good level of reliability as evidenced by the Cronbach's alpha value not exceeding the r table value (0.181). Table 3. presents the perceptions of respondents.

**Table 3. Results of descriptive analysis**

Variables and Indicators	items	Score Mean
Transformational Leadership Style (X <sub>1</sub> )		3,98
Ideal influence (X <sub>1</sub> )	2	4,13
Inspirational motivation (X <sub>2</sub> )	2	4,34
Intellectual stimulation (X <sub>3</sub> )	2	3,62
Individual considerations (X <sub>4</sub> )	2	3,93
Communication (Y <sub>1</sub> )		4,18
Vertical communication (Y <sub>1,1</sub> )	2	4,14
Horizontal communication (Y <sub>1,2</sub> )	2	4,22
Diagonal communication (Y <sub>1,3</sub> )	2	4,19
Job satisfaction (Y <sub>2</sub> )		4,10
satisfied with the work (Y <sub>2,1</sub> )	2	4,36
Satisfaction on payment (Y <sub>2,2</sub> )	2	3,87
Satisfaction on promotion (Y <sub>2,3</sub> )	2	4,10
Satisfaction at work (Y <sub>2,4</sub> )	2	4,17

Table 3 presents a description of respondents' perceptions that can be analyzed from the average value generated by several indicators based on a Likert scale. The indicator that best describes the transformational leadership style is that respondents tend to more than agree about the leadership being able to provide inspirational motivation. The indicator that best describes communication is that respondents tend to agree on the type of horizontal communication, namely, employees can share information with other departments. The indicator that best describes job satisfaction, respondents tend to agree that employees are satisfied with the work that has been their duties and responsibilities.

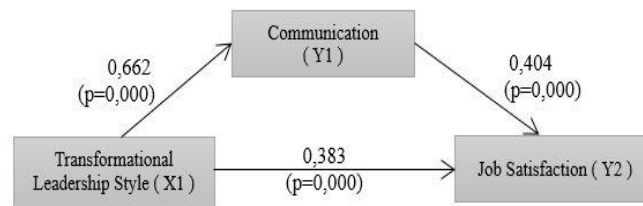
The structural equation model is built by doing regression twice. The results of SPSS output to produce regression model equations are as follows:

The first multiple linear regression model:  $Y_1 = 0.662 X_1 + e_1$

Second multiple linear regression model:  $Y_2 = 0.383 X_1 + 0.404 Y_1 + e_2$

The results of the structural equation model are presented in Figure 2. below:

**Figure 2. Result of Structural Equation Modeling**



There are three regression coefficients in the structural equation model above, all coefficients show evidence of a significant effect. The transformational leadership regression coefficient shows a significant direct effect on job satisfaction. Communication can mediate the transformational effect on job satisfaction. The results of the path analysis evaluation are presented in Table 4.

**Table 4. Path Analysis Results.**

Variable exogenous	Mediation	Variable endogenous	Direct effect	Indirect effect	Total effect	Result
Transformational Leadership	-	Job Satisfaction	0.383	-	0.383	Significant
Transformational Leadership	Communication	-	0,622	-	0.383	Significant
Transformational Leadership	-	Job Satisfaction	0,404	-	0,404	Significant
Transformational Leadership	Communication	Job Satisfaction	0,383	0,622 X 0,404 = 0,251*	0,634*	H1- Accepted

\*) the probability level (p) that is owned is less than the tolerance level of 0.05

## VI. Discussion

Transformational leadership style affects communication, which means that leadership style requires the role of communication to run optimally. Transformational leadership style requires the ability of the leader to exert influence, motivation, creativity, and be able to understand conditions and information to make judgments before making decisions. The results of this study are in line with Sarah (2017) who stated that transformational leadership affects communication.

Transformational leadership style has an effect on job satisfaction, which means that leadership style determines job satisfaction in employees because job satisfaction indicators are directly related to leadership style in running organizational systems. Leadership style is a leader's ability to carry out the organizational system he carries. The leadership style needs to pay attention to the level of satisfaction and experience of employees (subordinates) in carrying out their functions, duties, and roles in the organization. Inappropriate leadership style results in decreased job satisfaction and this situation has an impact on workers (subordinates). The results of this study are consistent with Rizal (2015) and Voon et al. (2011) which states that transformational leadership style affects job satisfaction.

Communication has a significant effect on job satisfaction, communication as a message delivery process is crucial in an organization. Submission of policies, briefings, and work procedures is a form of communication that covers daily activities in the organization. Employees (subordinates) as communicants (message recipients) need to understand the message as perceived by their superiors or leaders. Understanding perceptions in communication will result in the outputs and outcomes produced by employees. The implication is that if the output and outcome are following the message received, it will increase job satisfaction for employees (subordinates). The results of this study support Rizal (2015) which states that communication has a significant effect on job satisfaction.

Transformational leadership style affects job satisfaction through communication, that transformational leadership style can increase job satisfaction if it is supported by employees who have good communication. The relationship between leadership style and job satisfaction through communication can be analogous to that leadership style is an intervention or message carried out by a leader with his leadership style. Interventions or messages through leadership styles are then processed through communication or delivery of messages from communicators (leaders) to communicants (employees or subordinates) through certain channels (letters, posters, briefings, meetings, etc.) to generate feedback. The situation if the feedback given by employees

(subordinates) to good leaders will create job satisfaction through bonuses, salary increases, a conducive work environment, and satisfaction with the work produced. The results of this study are in line with research by Ubaidillah (2018) which proves that supervision affects employee performance through motivation.

The correlation of leadership style to job satisfaction through communication is a standard scheme that can improve employee performance, output, and outcome for organizations in government.

## VII. Conclusions and Recommendations

Based on the results of data analysis and discussion, the authors obtained conclusions that can be drawn from research on the Effect of Transformational Leadership Style on Job Satisfaction through Communication as a Mediation Variable. The result of the research proves that the total effect value is 0.65 which is greater than the direct effect, which is 0.489. The results of this analysis indicate that communication is a mediating variable between the variables of leadership style and job satisfaction. The expected benefit from the research results is that leaders are expected to develop the capacity for transformational leadership styles in government organizations by utilizing and optimizing the role of communication to increase job satisfaction. Attractive and effective communication requires innovation and creativity. For leaders, creative and innovative communication is a channel for influencing, motivating, and intellectually stimulating subordinates which indirectly facilitates the goals of the transformational leadership style. For employees (subordinates) innovative, creative, and interesting communication will increase job satisfaction at work and the work environment. Humanist communication with a personal approach will play a role in the success of leadership style and increase job satisfaction.

## References

- [1]. Bass, Bernard M. 1990. From Transactional to Transformational Leadership: Learning to Share the Vision. *Organizational Dynamics*, Vol. 3 No.1.
- [2]. Colquitt et, al. 2013, *Organizational Behaviour: Essentials for Improving Performance and Commitment*. McGraw-Hill Higher Education.
- [3]. Colquitt, J. A., Lepine, A. J., & Wesson, J. M. 2011. *Organizational Behavior*. New York: Mc. Graw Hill.
- [4]. Greenberg, Jerald dan Baron, Robert A. 2003. *Perilaku Organisasi*. Jakarta: Prentice Hall
- [5]. Khomsahrial, Romli,. 2011. *Komunikasi Organisasi Lengkap*. Jakarta: PT Grasindo
- [6]. Locke, E.A, 1976. *The Nature and Causes of Job Satisfaction*, New York: John Wiley and Sons.
- [7]. McShane, Steven L., and Mary Ann Von Glinow, 2010. *Organizational Behavior*. New York: McGraw-Hill.
- [8]. Men, L. R. 2014. Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. *Management Communication Quarterly*, 28(2), 1-21.
- [9]. Rizal, M, 2015. Pengaruh Gaya Kepemimpinan dan Komunikasi Terhadap Kepuasan Kerja pada Pegawai Badan Kepegawaian Daerah Kota Medan. Universitas Sumatera Utara, Medan.
- [10]. Robbin dan Judge. 2015. *Perilaku Organisasi*. Edisi 16. Jakarta. Salemba Empat.
- [11]. Robbins, Stephen P. 2003. *Perilaku Organisasi*. Edisi Sembilan, Jilid 2. Edisi Bahasa Indonesia. PT Indeks Kelompok Gramedia, Jakarta
- [12]. Robbins, Stephen P. dan Coulter, Mary. 2010. *Manajemen*. Edisi Kesepuluh. Jakarta: penerbit Erlangga
- [13]. Sarah, Siti,. 2017. Pengaruh Gaya Kepemimpinan Terhadap Komunikasi dalam Organisasi. Politeknik Negeri Bandung.
- [14]. Voon et al., 2011. The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia, *International Journal of Business, Management and Social Sciences* Vol. 2, No. 1, 2011, pp. 24-32, University of Malaysia Sarawak.