

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, DISTRIBUTIVE JUSTICE OF PERFORMANCE BENEFITS, AND INTRINSIC MOTIVATION ON JOB SATISFACTION OF STATE CIVIL SERVANT

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ABSTRACT

This study aims to explain the influence of transformational leadership, distributive justice of performance benefits, and intrinsic motivation on job satisfaction in the regional personnel, education and training agency (BKD) Tegal District Government. The object in this study is the head of the agency, the subject in this study is the regional personnel, education and training agency (BKD) employee of the Tegal Regency Government with a minimum period of one year and not a contract employee. This research was conducted with a sample of 52 respondents who have been determined by sampling techniques using non-probability sampling techniques and distributing questionnaires to respondent offline. The analytical tool used by the author is multiple linear regression analysis technique with SPSS 25 application program. Based on the results of the analysis, it is found that transformational leadership has a positive effect on job satisfaction, distributive justice benefits have a positive effect on job satisfaction, and intrinsic motivation has a positive effect on job satisfaction.

Keywords: Transformational Leadership; Distributive Justice of Performance Benefits; Intrinsic Motivation; Job Satisfaction.

INTRODUCTION

The Regional Personnel, Education, and Training Agency (BKD) of the Tegal Regency Government is an element of implementing certain tasks of the Regional Government in the fields of Regional Personnel, Education, and Training in accordance with its scope of duties. The Regional Personnel, Education, and Training Agency is led by an Agency Head who reports directly to the Regent via the Regional Secretariat.

In organizational life, the human factor is the most important factor in every activity within it. All actions taken in each activity are supported and determined by humans who are members. In an organization or in an agency, human resources are the main people who need to be considered, and that's why the leader of a company Companies or organizations are required to be able to manage their human resources in order to become a driving force for the survival of a company or organization.

In many situations, success in managing human resources is always closely related to leadership style. Leadership style is also a trigger for the development or failure of an organization or company. Therefore, both in private and government companies, the leadership style always affects satisfaction, which has an impact on improving performance.

Transformational in principle, it motivates subordinates to do better than what is usually done. In other words, it can increase the confidence or self-confidence of subordinates, which will affect the performance that they represent as fulfilled job satisfaction. Miller et al. (1991) stated that leadership style has a positive relationship with employee job satisfaction.

Previous research stated that the research conducted by Koh et al. (1995), Heru Purnomo & Muhammad Cholil (2010), Pangesti et al. (2013), Arisandi, (2005), and Agustina Ritawati (2013) shows that there is a significant relationship between transformational leadership and job satisfaction.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is leadership that goes beyond just exchange and *rewards* for the performance shown by subordinates and is more based on commitment and trust (Bass, 1997). According to Bass and Avolio (1995), in M. Shafi, Zoya, Z. Lei, X. Song, Md. N. I. Sarker (2020), there are four components of transformational leadership: ideal influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Distributive Justice of Performance Benefits

As stated by S. Hadi, HK Tjahjono, and M. Palupi (2020), distributive justice is justice in allocating resources for the distribution process (outcomes) and rewards to individuals in organizations (Yudhian, 2020), such as: fairness of compensation, promotions, rewards, assignments, evaluations, and approvals. That have advantages or positive outcomes for the development of individuals or organizations.

Distributive justice theory is part of a motivational theory called *equity theory*, in which people evaluate the contributions they make to the organization and what they get from the organization, then compare them with other employees who are judged to be comparable.

Intrinsic Motivation

Intrinsic motivation is motivation that comes from within a person. Wawan and Nopiyana (2014) state

that the strongest motivation is intrinsic motivation because it is embedded directly in employees.

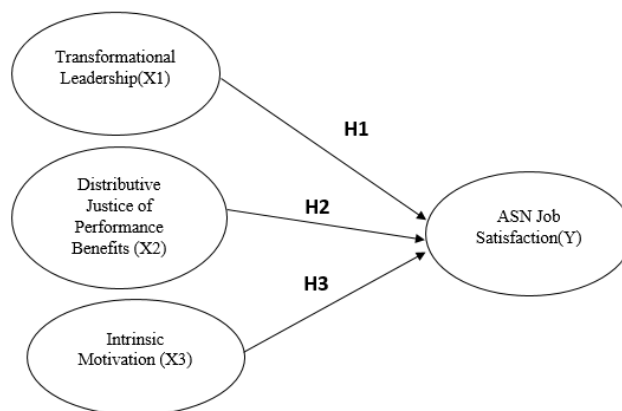
According to Herzberg, what is classified as a motivating factor or intrinsic motivation, among others, consists of four indications: 1) Achievement, namely the success of an employee in completing tasks. 2) Advancement, which is a person's desire to develop themselves related to their work. 3) Work It Self, namely the work itself which is a form of job variation and control over work methods and steps. 4) Recognition, namely the acknowledgment of employees of the organization or company for the work achievements that have been achieved. The four dimensions will then be used as indicators of the intrinsic motivation variable.

Job Satisfaction

Job satisfaction is about what makes a person happy in their job or out of their job. Pinder (1984) states that one of the factors that causes job dissatisfaction is the nature of the supervisor, who does not want to hear the complaints and views of workers and is willing to help when needed. (Wisnawa, 2020)

In many situations, it is indeed required for a leader to be able to listen to an employee's complaint while offering solutions and motivating employees to remain passionate and committed to work. According to Stephen P. Robbins and Timothy A. Judge (2015). job satisfaction usually refers to a positive attitude towards work, resulting from an evaluation of its characteristics.

Figure 1 Research Model



Based on the research model above, the following research hypotheses can be proposed:

- H1: Transformational Leadership Has a Positive Effect on Job Satisfaction of State Civil Servants (ASN)
- H2: Distributive Justice of Performance Benefits Has a Positive Effect on Job Satisfaction of State Civil Servants (ASN)
- H3: Intrinsic Motivation Has a Positive Effect on Job Satisfaction in State Civil Servants (ASN)

METHOD

Characteristics Respondent

A total of 52 respondents in the Regional Personnel, Education, and Training Agency of the Tegal Regency Government were based on gender. There were 27 respondents (51.92%) male and 25 female (48.08%) categories. For the characteristics of respondents based on the age category of the 26–30 interval, there was only 1 person, 31–35 there were 6 people, and more than 35 there were 20 people, for a total of 27 respondents (51.92%), while for women, the age interval 21–25 had only 1 person, 31–35 there were 2 people, and more than 35 there were 22 people, for a total of 25 respondents (48.08%). For the characteristics of the respondents based on the length of work, in the category of men working more than 5 years, there were 27 respondents (51.92%), while for the category of women working more than 1-3 years, there were 2 people and more than 5 years there were 23 people, for a total of 25 respondents (48.08%). For the characteristics of respondents based on male education, in high school/equivalent there are 8 people, bachelor degree 11 people, and magister 8 people, for a total of 27 respondents (51.92%), while women in high school/equivalent there are 6 people, Diploma 1 people, Bachelors 13 people, and Magister 5 people, for a total of 25 respondents (48.08%).

Instrument Quality Test

This research uses quantitative methods. The data analysis technique used is multiple linear regression in SPSS. This research was conducted on employees at the Agency for Personnel, Education, and Regional Training of the Tegal Regency Government to the Head of the Agency. The number of samples in this study was 52 permanent employees with a tenure of more than 1 year. There are three independent variables examined in this study, namely transformational leadership, distributive justice of performance benefits, intrinsic motivation, and one dependent variable, namely job satisfaction.

Validity Test

From the data above, the statement on the variables of transformational leadership, distributive justice of performance benefits, intrinsic motivation, and job satisfaction is declared valid because the significance value is <0.05. Thus, it can be concluded that all statements in the questionnaire can be said to be feasible as an instrument to measure the research data that the researcher proposes.

Reliability Test

The Cronbach Alpha value is contained in the variables of Transformational Leadership, Distributive Justice, Performance Benefits, Intrinsic Motivation, and Job Satisfaction with a total of 0.878. The value of each variable in this study is greater than 0.7, so it can be concluded that all reliability instruments can be used for this study.

Descriptive analysis

In this study, all research variables are dependent, independent. Descriptive statistical analysis test aims to present information about the amount of data in the study, minimum, maximum, mean, and standard deviation values. Class interval is calculated using the following calculation:

$$\text{Interval Value} = \frac{(\text{highest border value} - \text{lowest border value})}{\text{total class}}$$

$$\text{Interval Value} = \frac{5-1}{5} = 0.8$$

Based on the interval range, the built measurable criteria can be arranged based on the category. The category id of the respondent's perception assessment is presented as follows:

Table 1. Interval Score

Interval	Explanation
1.00-1.79	Very Low
1.80-2.59	Low
2.60-3.39	Medium
3.40-4.19	High
4.20-5.00	Very High

The overall descriptive statistical test results can be seen in the following table:

Table 2. Descriptive Statistical Analysis Result

	N	Min	Max	Mean	Std. Dev	Explanation
Transformational Leadership	52	46	70	65.98	10.201	High
Distributive Justice of Performance Benefits	52	8	15	15.73	2.453	High
Intrinsic Motivation	52	12	19	20.29	3.218	High
Job Satisfaction	52	15	25	15.50	2.490	High
Valid Average	121	81	129	4.08	15.32	High

Source :: Olah data SPSS 25

Based on the graph above, it can be seen that of the 52 respondents about transformational leadership, the average is 4.52. Thus, the transformational leadership in the Regional Personnel, Education, and Training Agency of the Tegal Regency Government is classified as very high. The average distributive fairness of performance allowances is 4.56. Thus, the distributive justice of the performance allowance in the Regional Personnel, Education, and Training Agency of the Tegal Regency Government is very high. Then again, the average intrinsic motivation is 3.95. Intrinsic motivation in the Regional Personnel, Education, and Training Agency of the Tegal Regency Government is high. And for job satisfaction, the average is 3.58. Thus, job satisfaction in the Regional Personnel, Education, and Training Agency of the Tegal Regency Government is high. This shows that transformational leadership, distributive justice, performance benefits, intrinsic motivation, and job satisfaction on the classical assumption test are met.

Normality Test

The normality test aims to determine whether in the regression model the independent and dependent variables have a normal distribution or not. In this study, the normality test was performed using the Kolmogorov-Smirnov test. The normality test in this study was carried out using the SPSS tool. The results of the normality test can be seen as follow

Table 3. Normality Test. One-Sample Kolmogorov-Smirnov Test

	Unstandarized	Explanation
Asymp. Sig (2-tailed)	0.200	Normal

Source :: Olah data SPSS 2

Based on the above tables, it can be known the normal result of a Kolmogorov Smirnov test using a 1 sig value model as 0.200. And so it can be known that the normal distribution of data is a Sig. $0,200 \geq 0,05$.

Multicollinearity Test

Multicollinearity test aimed at testing whether the regression model was found in any free intervariable correlation. A good regression model should not occur in correlation between free variables. Tolerance value $> 0,10$ and VIF value < 10 (Ghozali,2011).

Table 4. Multikolinearitas Test

Variabel	Collinearity Statistics		Conclusion
	Tolerance	VIF	
Transformasional Leadership	0.750	1.333	Non Multikolinearitas
Distributive Justice of Performance Benefits	0.830	1.205	Non Multikolinearitas
Intrinsic Motivation	0.776	1.288	Non Multikolinearitas

Source :: Olah data SPSS 25.

The results of the multicollinearity test above produce a tolerance value of all variables > 0.10 , which is 0.750, 0.830 and 0.776 as well as the VIF value of all variables having a VIF value of < 10 , which is 1.333, 1.205 and 1.288 so it can be said that the regression model is free from multicollinearity problems.

Heteroscedasticity Test

Heteroscedasticity test is a test that aims to see whether there is an inequality between variances from one observation and another in the regression model.

Table 5 Heteroscedasticity Test

Variable	Sig.	Explanation
Transformational Leadership	0.210	Non Heteroskedastisitas
Distributive Justice	0.648	Non Heteroskedastisitas
Intrinsic Motivation	0.115	Non Heteroskedastisitas

Source :: Olah data SPSS 25.

The heteroscedasticity test in this study used the glacier test with a significance level > 0.05 , so there was no heteroscedasticity problem. The results of the heteroscedasticity test produced sig values for all variables > 0.05 , namely 0.210, 0.648 and 0.115 so it can be concluded that the heteroscedasticity test did not occur heteroscedasticity problems.

Hypothesis Testing (Multiple Regression Analysis)

Multiple linear regression analysis was used to test the relation between Transformasional Leadership variables (X1), Distributive Justice of Performance Benefits variables (X2) and Intrinsic Motivation variables (X3) to Job Satisfaction variables (Y). In multiple linear regression analysis model would be tested simultaneously (F test) and partially (t test).

Table 6. F test result

	Equality	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	108.241	3	36.080	18.310	.000 ^b
	Residual	94.586	48	1.971		
	Total	202.827	51			

Source :: Olah data SPSS 25.

In table 6 the significance value is 0.000, it can be concluded that the variables of transformational leadership, distributive justice of performance benefits and intrinsic motivation have a simultaneous (together) effect on job satisfaction. This is by following Sig. value $0.000 < 0.05$ as the significance value. This means that if the probability value (significance) is below 0.05 then all independent variables affect the dependent variable and so do the opposite.

T Test Result

Table 7. T test result

Model		Standardized Coefficients		t	Sig.
		Beta			
1	(Constant)			-2.204	,032
	X1	,348		3.060	,004
	X2	,274		2,529	,015
	X3	,329		2.938	,005

Source:: Olah data SPSS 25.

Based on the partial regression hypothesis test, a t_{count} value of 3.060 regression coefficient (beta) 0.348 with probability (p) = 0.004. Based on the results of data where the probability value of $0.004 \leq 0.05$ can be concluded that Transformational Leadership has a positive and significant effect on Job Satisfaction. For Distributive Justice of Performance Benefits variable, a t_{count} value of 2.529 regression coefficient (beta) of 0.274 with probability (p) = 0.015. Based on the results of data where the probability value of $0.015 \leq 0.05$ can be concluded that Distributive Justice of Performance Benefits has a positive and significant effect on Job Satisfaction. And for Intrinsic Motivation, a t_{count} value of 2.938 regression coefficient (beta) of 0.329 with probability (p) = 0.005. Based on the results of data where the probability value of $0.005 \leq 0.05$ can be concluded that Intrinsic Motivation has a positive and significant effect on Job Satisfaction.

DISCUSSION

Positive Effect of Transformational Leadership on Job Satisfaction of State Civil Servants (ASN)

With the positive influence of transformational leadership on job satisfaction, the State Civil Servants (ASN) at the Regional Personnel, Education, and Training Agency (BKD) of the Tegal Regency Government, it shows that the higher the transformational leadership, the higher the job satisfaction. State Civil Servants (ASN) employees who already have job satisfaction feel that leaders in carrying out their leadership duties can always pay attention to aspirations and can also manage tasks that must be considered properly. It can even create a feeling of pleasure in employees towards the leader.

In the context of transformational leadership of the State Civil Servants (ASN), namely, mutual influence between leaders and employees is based on the relationship of direction (behavior) given by the leader and then shown to employees in carrying out certain tasks, functions, or goals.

The results of this study are in line with the research of Miller et al. (1991), because the results of the same researchers have a positive relationship to job satisfaction of employees.

Positive Effect of Distributive Justice of Performance Benefits on Job Satisfaction of State Civil Servants (ASN)

With the positive influence of distributive justice of performance benefits on job satisfaction of state civil apparatus (ASN) at the Regional Personnel, Education, and Training Agency (BKD) of the Tegal Regency Government, it shows that the higher the distributive justice of the performance benefits, the higher the job satisfaction. With the implementation of the purpose of the performance benefits to increase motivation, satisfaction, and performance of employees within the State Civil Servants (ASN), performance benefits are applied to increase employee satisfaction and performance in order to provide good service. Therefore, the fairness of the performance allowance of the state civil servants (ASN) both in terms of distribution and procedural will affect the satisfaction and performance of the state civil servants (ASN).

This result is in line with Tjahjono's (2011) research because the results of the same researcher have a positive relationship with employee job satisfaction. Therefore, the fairness of benefits for state civil servants (ASN) employees both in terms of distribution and procedural will affect the satisfaction and performance of state civil servants (ASN) employees.

Positive Influence of Intrinsic Motivation on Job Satisfaction of State Civil Servants (ASN)

With the positive influence of intrinsic motivation on job satisfaction of the State Civil Apparatus (ASN) at the Regional Personnel, Education, and Training Agency (BKD) of the Tegal Regency Government, it shows that the higher the intrinsic motivation, the higher the job satisfaction. This means that if the intrinsic motivation given to the employee is good and the opportunity is given to him so that he can try to achieve results, responsibility, and development, then the employee's job satisfaction with the agency will be higher. Working results because awareness creates good performance, and employees will realize that by having good performance, they will be able to fulfill their needs. In line with Eka (2016), Stringer et al. (2011), Bhrulmazi et al. (2013), Budianto et al. (2013), and Putra (2013), because the results of the researchers are the same, which shows that there is a positive influence of intrinsic motivation on job satisfaction.

CONCLUSION

Transformational Leadership has a positive effect on job satisfaction of state civil servants at the Regional Personnel, Education, and Training Agency (BKD) of the Tegal Regency Government. Distributive

Justice of Performance Benefits has a positive effect on job satisfaction for state civil servants at the Regional Personnel, Education, and Training Agency (BKD) of the Tegal Regency Government. Intrinsic motivation has a positive effect on job satisfaction for state civil servants at the Regional Personnel, Education, and Training Agency (BKD) of the Tegal Regency Government.

SUGGESTION

In this study, there are several suggestions that are made to further researchers in order to carry out and get better research results in the future, namely as follows:

Academic

- a. It is suggested for further researchers to be able to expand the population coverage.
- b. It is recommended to further researchers to increase the number of samples studied in order to get better research results.
- c. It is recommended for further researchers to add other variables so that they can influence the outcome.

Practice

- a. In collecting data, interview or observation methods can be added to respondents so that the results can be better than before.

LIMITATION

In this study, there are several limitations, as follows:

1. The study was conducted in the midst of the COVID-19 pandemic. So for the observation process until research cannot be carried out optimally related to government policies in the application of social distancing, so that requesting for supporting data is done online, but when dispensing questionnaires, it is done offline to make it easier to fill in the data.
2. The study was conducted in the midst of the COVID-19 pandemic. So interaction with employees is limited.

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