

The Influence of Transformational Leadership and Work Motivation toward Job Satisfaction among Employees of Islamic Sharia Service in East Aceh District

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Abstract—Job satisfaction perceived by employees is one measure of how the organization can meet the expectations of employees associated with their job. Therefore, the effectiveness of transformational leadership and work motivation is an important part to encourage the emergence of employee job satisfaction. This study aims to find out the influence of transformational leadership and work motivation on to ward job satisfaction among employees of Islamic Sharia Officer in East Aceh district. This research uses quantitative method. Measuring tools of this research are job satisfaction scale, transformational leadership scale and work motivation scale. Samples in this study amounted to 51 people. Research data were analyzed by using multiple regression method. The results showed that there was a significant influence of transformational leadership and work motivation toward job satisfaction. The implication of the study is that role of transformational leadership is very important in improving employee job satisfaction.

Keywords— *Job Satisfaction, Transformational Leadership, Work Motivation, Employees, Islamic Sharia Office*

I. INTRODUCTION

One of the policies of the district government of East Aceh is to realize the vision of the mission of government organizations in the region, one of which is the Office of Islamic Sharia (Regulation of the Regent of East Aceh, No. 43.a Year 2012). The Office of the Islamic Shariah of East Aceh Regency is one of the government organizations engaged in the implementation of Islamic Shari'ah in East Aceh Regency which has a role to realize the actualization of the Islamic message comprehensively and universally, which is to build and to adhere to the devout community of Sharia in East Aceh Regency. The Office of Islamic Sharia as a supervisory body of socialization and guidance on Islamic Sharia in Aceh. (Abubakar, 2006)

In realizing goals of the Office of Islamic Sharia East Aceh should pay attention to employee satisfaction in work. According Kuswadi (2004) states that employee satisfaction is a measure of how far the organization can meet the expectations of employees associated with various aspects of employment and occupation. In the Office of Islamic Sharia of East Aceh Regency there is still a placement of employees who are not in accordance with their respective fields, so that employees are not effective in completing the job and the leader is not too concerned with subordinates the relationship of subordinates. With the boss is also less good, therefore hopefully can get satisfaction in work? In addition to other forms of dissatisfaction perceived by employees is also seen from the salary obtained is not in accordance with the workload performed, the lack of good cooperation between superiors and subordinates, seniority among colleagues, and lack of appreciation / appreciation of the superior to the performance so that employees many employees in the Office of the Islamic Sharia of East Aceh Regency who feel the atmosphere and work environment here become less conducive, consequently at the beginning of this March there are 14 employees resigned (Results Interview with (Employees) Date November 30, 2016).

Further explained that, employees who are not satisfied usually have a low work motivation so that in any work they are usually lack of spirit, lazy, slow even can make many mistakes and other things that are negative. Basically job satisfaction is a person's feelings towards his work (Robbin, 2003).

Newstroom and Davis (1997) stated that several studies separated the factors that affect employee job satisfaction into two parts: first the factors that directly relate to the type of job (job content). And both factors are related to supervision, co-workers, and organization (job context). The things that can improve job satisfaction are working conditions that support, the rules in the organization carried out appropriately, colleagues or appropriate work partners and awards from superiors for the results of good work (Sutrisno, 2009).

According to As'ad (2004) there are of four factors: first psychological factors, is a factor associated with the psychiatric employees that include interest, tranquility work, attitude to work, feeling work. Both physical factors, are factors related to physical work environment and physical condition of employees, including the type of work, working time, work equipment, air circulation, and employee health. The three financial factors are factors related to employee security and welfare, which include payroll system, social security, and the amount of allowances, facilities provided, promotion and others. Fourth social factors, a factor related to social interaction between both employees, with his boss, as well as employees of different types of work.

To get the job satisfaction of employees of the Office of Islamic Sharia of East Aceh regency cannot be separated from the role of superior leadership. Leader behavior is one of the important factors that can affect job satisfaction (Steers, 2002). Leadership is the ability to influence others to achieve goals with enthusiasm (David & Keith, 1985). If the superior leadership is able to influence the thoughts, feelings, attitudes and behaviors of his subordinates, in the Office of the Islamic Sharia of East Aceh Regency then his employees will feel comfortable in working and such things will lead to job satisfaction for his employees. Leadership is defined as the behavior or manner chosen and used by leaders in influencing the thoughts, feelings, attitudes and behavior of members or subordinates (Nawawi, 2003). The leadership that will be discussed further in this research is transformational leadership is a process in which leaders take action to increase employees awareness of what is right and important, in addition leaders strengthen the attitude of cooperation and mutual trust to achieve the goals of employees themselves or organizations so as to inspire employees to set aside personal interests and have extraordinary influence (Yukl, 2010).

Miller (1991) states that leadership has a positive relationship to employee satisfaction. Effective leadership is leadership that is tailored to the situation and condition (Contingency). Indications of a decline in enthusiasm and excitement are indicated by the high level of absenteeism and the number of unfinished jobs on time. This arises because of the consequences of unfavorable leadership. Ruvendi (2005) in his research also states that there is a positive relationship and a significant influence between leadership variables with employee job satisfaction. In addition Widjaja, Wijaya and Dewi (2014) in his research also states that transformational leadership greatly affects employee performance. Al-Swidiet al (2012) also stated that transformational leadership has been shown to have a significant effect on employee job satisfaction through increased perceptions of employee empowerment. Researchers therefore see that transformational leadership tends to have a direct influence on one's job satisfaction compared to other leadership styles.

To get job satisfaction also cannot be separated from employee motivation in work. Motivation is an inner state that energizes activities or directs or transmits behavior toward a goal. Factors driving the emergence of such activities are in the form of needs (Robbin, 2003).

Samsudin (2005) states that work motivation is the process of influencing or encouraging from the outside of a person or working group so that they want to implement something that has been determined. In an effort to realize the vision and mission of the Office of Islamic Sharia in East Aceh District, the fundamental thing that concerns is how leaders with leadership style should be able to influence and motivate employees to work and job satisfaction employees themselves.

Slameto (2003) says that a person with good working motivation will strive to succeed and excel, to improve oneself, to compete in a healthy way, to love challenges, to engage positively, to engage with the team well, answer. Dedi (2016) in his research stated that there is a positive relationship between work motivation and job satisfaction. Work motivation encourages employees to work effectively. Clarissa (2012) in his research also states that have a positive and significant relationship to job satisfaction.

Based on these problems then the purpose of this study is to know the Influence of Transformational Leadership and Work Motivation against Satisfaction of Employees of Office of Islamic Sharia in East Aceh Regency

II. OBJECTIVES AND METHODS

The main purpose of this study is to know how much positive influence between transformational leadership and work motivation on employee job satisfaction

Participants

All employees of the Office of Sharia Islam in East Aceh District, amounting to 51 people

Data analysis

The measurement tools used in this study are job satisfaction scale, transformational leadership scale and work motivation scale. The validity test on these three scales uses content validity, if all the variable characteristics formulated in the conceptual definition can be expressed through the items an instrument, then the instrument is declared to have good content validity. The differentiated item good if item have correlation ≥ 0.30 (Azwar, 2010). Test reliability is done by using Alpha Cronbach formula. Reliability is expressed by the reliability coefficient whose numbers are in the range 0 to 1.00. The higher the reliability coefficient close to 1.00 means the higher the reliability. Conversely, the lower reliability coefficient close to 0 means the lower the reliability.

Instrument measurement of job satisfaction

Items on job satisfaction scale is based on five important characteristics according to Smith, Kendall and Hulin 1969 namely: job, wage or salary, supervisor, promotion opportunity and co-worker. This job satisfaction scale uses the Likert model with five answer options: SM (Very Satisfactory), M (Satisfactory), N (Neutral), TM (Not Satisfactory), STM (Very Unsatisfactory). The scoring moves from a range of values of five (SM) to one (STM) to favorable aitem. Total item correlation test results ranged from 0.305 - 0.757. Based on the 20 items analyzed, there are 2 items that are deciduous. As for the number of missing aitem number 10 and 20. The coefficient of reliability with Alpha Cronbach formulation is 0.935.

Instrument of measuring transformational leadership.

Furthermore, the transformational leadership measure is measured by transformational leadership characteristics of Avolio (2013), namely idealized influence (or charismatic influence), inspirational motivation, intellectual stimulation and individualized consideration. Items is made in the form of Likert scale which by using five alternative answers, namely: SS (Very Match), S (Accord), N (Neutral), TS (Not Suited), and STS (Very Unsuted). The scores move from the five (SS) to one (STS) range for favorable items, whereas for unfavorable item scores move from one (SS) to five (STS) values. Total item correlation test results ranged from 0.322 - 0.771. Based on the 32 items analyzed, there are 4 items that fall. The number of missing items is number 6, 15, 29 and 31. The coefficient of reliability with Alpha Cronbach formulation is 0.930.

Instrument of measuring work motivation

Measurement of work motivation is based on work motivation elements from George and Jones (2005) that is the direction of behavior, level of effort and persistence level. The items are made in the form of Likert scale using five alternative answers: SS (Very Accordate) S (Match), N (Neutral), TS (Not Suited), STS (Very Unsuitable).

The scores move from the five (SS) to one (STS) range for favorable items, whereas for unfavorable item scores move from one (SS) to five (STS) values. Total item correlation test results ranged from 0.309 - 0.815. Based on 30 items analyzed, there are 8 items that are falling. The number of missing items are number 1, 5, 11, 12, 16, 17, 22 and 28. The coefficient of reliability with Alpha Cronbach formulation is 0.875.

III. RESULTS AND DISCUSSIONS

Characteristics of Participants

Participants in this study were all 51 employees of Sharia Islam Office in East Aceh District. Based on the sex of employees working in the Office of Sharia Islam of East Aceh, most of them are men with 29 people (56.86%). Existing employment status of permanent employees and contracts, it turns out most of the employees of Islamic Shari'ah Service of eastern Aceh, have status as permanent employee that is 47 person (92, 16%) and the rest 4 person (7, 84%). Based on age, the highest number of respondents was in the age range 41-60 years in adult madya number of 26 people (50.98%). As for employees who have high school education level there are 18 people (35.29%); S1 there are 31 people (60,78%) and the rest S2 there are 2 people (3,92%).

The result of statistical analysis

Based on the result of multiple regression analysis indicate that transformational leadership and work motivation has significant correlation to job satisfaction in Shari'ah Service employee in east Aceh. By partially, also showed significant result where transformational leadership influence job satisfaction and work motivation also influence job satisfaction. The overall results can be seen in Table 1

Table.
Summary of Regression Analysis Results on Job Satisfaction

Predictor Variables	B	SE B	R ²	ΔR ²	F
Transformational leadership (X ₁)	.629	.062	.679	.673	103.826**
Work motivation (X ₂)	.366	.091	.247	.231	16.049**
Transformational Leadership * Work Motivation (X ₁ & X ₂)	400	4.823	.686	.673	52.370**

** (p < 0,01)

Based on table above it can be concluded that:

1. There is a positive influence between transformational leadership on job satisfaction at the Office of Islamic Sharia in East Aceh District. The statistical test of this first hypothesis is shown from the value $F = 103.826$ ($p < 0.01$) which means the first hypothesis is accepted. Based on the above table, the value of coefficient of determination (r square) is 0.679 which means that job satisfaction is influenced by transformational leadership of 67.9% while the remaining 32.1% is influenced by other factors besides transformational leadership.
2. There is a positive influence between the work motivations on job satisfaction at the Officials of the Office of Sharia Islam in East Aceh District. The statistical test of this second hypothesis is shown from the value $F = 16.049$ ($p < 0.01$) which means the second hypothesis is accepted. The value of coefficient of determination (r square) is 0.247 which means that job satisfaction is influenced by work motivation of 24.7%.

3. There is an influence between transformational leadership and work motivation on job satisfaction at the Office of Islamic Sharia Officer in East Aceh District. The statistical test of this third hypothesis is shown from the value of $R = 0.828$; $R^2 = 0.686$ and $F = 52.370$ ($p < 0.01$) which means the third hypothesis is accepted. The effective contribution given by transformational leadership variable and work motivation to job satisfaction is 68, 6%. The results of this study indicate that there is a very significant influence between transformational leadership and work motivation on job satisfaction at employees in the Office of Islamic Sharia in the Office of East Aceh. This suggests that leadership style and work motivation are supporters who can make the company successful in achieving its goals (Mas'ud, 2004). To get the job satisfaction of employees of the Office of Islamic Sharia of East Aceh regency cannot be separated from the role of superior leadership. Leader behavior is one of the important factors that can affect job satisfaction (Steers, 2002). Leadership is the ability to influence others to achieve goals with enthusiasm (David & Keith, 1985).

If the superior leader is able to influence the thoughts, feelings, attitudes and behavior of his subordinates, In the office of the East Aceh Islamic office, employees will feel comfortable working and such things will result in job satisfaction for their employees. Leadership is defined as the behavior or manner chosen and used by leaders in influencing the thoughts, feelings, attitudes and behavior of members or subordinates (Nawawi, 2003).

According to research results Tampi (2014) also states that leadership and work motivation affect simultaneously on employee performance. According to him, fair leadership and high work motivation in the employees will affect the job satisfaction of a person, if one is satisfied with the work environment then the performance will also increase. The study also shows that as much as 68.6% transformational leadership and work motivation affect job satisfaction and the remaining 31.4% is influenced by other factors such as the diversity of skills required to do the work itself, the presence of feedback on work, work autonomy etc. The level of job satisfaction in the employees of the Office of Islamic Sharia in East Aceh is moderate (50.98%) this means that overall employees in the Office of Shari'a feel quite satisfied during work in this Office of Sharia Islam.

Partially, the influence of transformational leadership (X1) on job satisfaction (Y) on the employees of DinasSyariat Islam is seen from the value of $F = 103,826$ ($p < 0.01$) which means there is a positive relationship between transformational leadership and job satisfaction. The influence of transformational leadership factor on job satisfaction is because the transformational leadership shown by the leadership in DinasSyariat Islam Aceh is very effective or good enough (62,74%) in leading subordinate which means leader's ability to motivate and give direction to subordinate to improve perceived performance quite effectively by the employees in the Office of the Islamic Sharia. Effective leadership is also indicated by an indication of increased enthusiasm and employee performance as well as declining employee performance and work completion in time.

Woody, Wijaya and Dewi (2014) in his research also stated that transformational leadership greatly affects employee performance. Al-Swidiet al (2012) states that transformational leadership has been shown to have a significant effect on employee job satisfaction through increased perceptions of employee empowerment. The most prominent transformational leadership characteristics of the leadership in the Office of Islamic Sharia in East Aceh is Charismatic Influence, which according to Avolio (2013) charismatic influence has the meaning that a transformational leader capable (enchant) subordinates to react to follow the leadership. In a concrete form, this charisma is shown through the attitude of understanding of the vision and mission of the organization, has a firm stance, commitment and consistency to every decision that has been taken and appreciate his subordinates.

In addition, the positive influence between work motivation (X2) on job satisfaction (Y) is also shown from $F = 16.049$ ($p < 0.01$). Slameto (2003) says that a person with good working motivation will strive to succeed and excel, to improve oneself, to compete healthily, to love challenges, to engage positively, to engage with the team well, and to enjoy the work situation with full responsibility answer. The work motivation owned by the employees of the Office of Islamic Shariah East Aceh included in the category enough (52.94%) means that most employees have a good enough encouragement in completing the work given.

The results of this study also supported by previous research of Singh & Vivek (2011) which shows that there is a positive correlation between motivation and job satisfaction, that is increased motivation will be followed by increased job satisfaction and vice versa. Other research conducted by Khalid et al. (2011) also obtained the result that motivation significantly positive effect on employee job satisfaction.

IV. CONCLUSIONS

Based on the results obtained in this study, it can be concluded that:

1. The effectiveness of transformational leadership and work motivation together have a positive and significant impact on job satisfaction.
2. Separately, transformational leadership has a positive and highly significant impact on job satisfaction on the employees of the Office of Sharia Islam in East Aceh District
3. Separately, work motivation also affects job satisfaction in a positive and very significant employees of the Office of Sharia Islam in East Aceh District

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