

Transactional Leadership Style and Perception of Organizational Support as a Determinant of Job Satisfaction

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Abstract

This research aims to examine and analyze empirically the influence of transactional leadership styles and perceived organizational support partially or simultaneously on job satisfaction. The research method used quantitative methods while the data collection techniques were carried out through questionnaires, interviews, and observations. The sampling technique used in this research was purposive sampling technique. Subjects in this study amounted to 50 employees at the Ministry of Law and Human Rights of the Republic of Indonesia. The data analysis technique used is multiple linear regression analysis processed using Statistical Package for the Social Sciences (SPSS) software. Based on the research results, the findings are as follows: (1) collectively or simultaneously transactional leadership style and perceived organizational support has a positive and significant influence on employee job satisfaction, (2) partially transactional leadership style has a positive and significant influence on employee job satisfaction; (3) partially perceptions of organizational support has a positive and significant influence on employee job satisfaction. Thus, employee job satisfaction can be increased by increasing transactional leadership styles and perceptions of organizational support.

Keywords: Transactional Leadership Style, Perceptions of Organizational Support, Job Satisfaction

1. INTRODUCTION

The era of the Industrial revolution 4.0 which was marked by the rapid and sophisticated development of information and communication technology also influenced the business competition climate and even threatened the existence of incumbent companies. Business or organizational activities are now carried out automatically with technological devices or even robots. With this automation, the company can capture a lot of important data about market conditions, this is used to create goods/services that are needed, demanded, and liked according to people's tastes. Not only that, automation can also make business processes more effective and efficient, so it is not surprising that problems arise where technology on the one hand facilitates human work and on the other hand minimizes the role of humans. Facing these conditions, companies or organizations are required to immediately adapt and move quickly to become superior among their competitors through improving the quality of qualified Human Resources, namely human resources who not only master technology but can make technology as a forum to support activities, creativity, and innovation. innovation to create a competitive advantage that other companies do not have.

Thus, it can be concluded that the role of humans in supporting company performance cannot be denied. Employee performance ultimately affects the performance of an organization. If the employee's performance is good, the organizational performance will also increase significantly, and vice versa. One important factor that becomes an indicator of determining employee performance is leadership style.

A leader is not only required to have a brilliant academic record but also requires special abilities, both hard skills and soft skills. Other abilities that a leader needs to possess include: (1) the ability to deal with all kinds of problems wisely, quickly, and accurately; (2) able to be an example for his subordinates; (3) leaders can create a conducive work environment; (4) Leaders are required to monitor, protect and direct their subordinates and what is no less important is to be able to motivate their subordinates to work optimally to achieve company goals. For this reason, we need a leader who has the competence to direct and influence organizational members/subordinates to carry out an order/action/work activity that supports the achievement of organizational goals. In carrying out his leadership role, a suitable leadership style is needed to be applied in an organization. Leadership style is a behavioral pattern of how a leader regulates, directs, moves, and motivates employees to take directed attitudes/actions/work activities in support of the organization's vision and mission. The leadership style that is suitable to be applied in an institution is not necessarily suitable to be applied in other institutions because after all, each institution has different characteristics, values, and organizational culture.

Perception of organizational support refers to employees' perceptions of the extent to which the organization or company values contributions and cares about employees for their time, thoughts, ideas, energy, effort, commitment, and employee loyalty in completing work or supporting company or organizational activities. The concern of the company or organization includes the need for open and fast information, the availability of resources needed by employees at work or when employees face problems in difficult situations to complete their work, support for employee career development during work, pre-retirement, and even retirement. When employees feel that the company cares about employees, can appreciate and be fair and proportionate to the efforts or performance of employees or overall employees assess positively or high perceptions of organizational support, it will automatically have an impact on increasing job satisfaction.

Job satisfaction is obtained when employees compare what has been given to the organization with what has been obtained as a result of work. The smaller the gap or difference, the higher the job satisfaction obtained by employees. Conversely, the higher the gap or difference in work returns, the lower the job satisfaction obtained by employees. Because of its subjective nature, each individual has a different level of satisfaction according to the system of values that apply to him. Some employees are satisfied with the salary they receive even though it is not sufficient for their daily needs, but some individuals get a high salary but feel that they do not get job satisfaction because they feel their career is stuck or feel that their potential cannot be fully developed or actualized. at the company or work. On the other hand, some employees get a salary that according to their version is small, but when compared to employees in other companies with the same position, it turns out that the salary is much higher, and vice versa. Despite receiving a small salary, an employee may get job satisfaction obtained from aspects of the work environment or relationships with colleagues, members of the organization are full of a pleasant atmosphere, or the role of superiors that makes members of the organization feel comfortable being loyal to the company.

Human Resources in several government institutions are seen to still have minimal quality. This can be seen in the number of complaints from the public regarding the services received. Officers are considered slow, relaxed, busy chatting with colleagues, playing cellphones, some officers come late, have coffee during working hours, sleep in the room or worship room. This makes people often have to wait a long time, come many times so that people are often provoked by their emotions due to poor public service performance. Such conditions ultimately also hurt the image of the institution concerned.

The government has made various efforts to produce services that are faster, more precise, non-discriminatory, and transparent. In addition, the government is also drafting a bill on public services which contains Minimum Service Standards. However, the efforts that have been taken seem to be less than optimal, many complaints come from the public about the performance of ASN, especially those related to service-related problems. According to data from the Ministry of State Apparatus Empowerment and Bureaucratic Reform in 2012, it was estimated that 40% of the 4.7 million civil servants in Indonesia had poor performance and would be required to undergo early retirement (Tempo.com).

Given the importance of employee job satisfaction for the effectiveness and efficiency of the institution in improving its performance, the leadership style and perceived organizational support are expected to influence the creation of employee job satisfaction. Therefore, there is a need for further research on leadership style, perceived organizational support, and job satisfaction. The results of this study are expected to be useful as input to the Personnel Bureau (Ropeg) in formulating various policies related to employee duties so that they can improve employee performance.

2. LITERATURE REVIEW

Transactional Leadership Style

Leadership can be interpreted as a collection of abilities and traits that exist within the leader himself. This includes authority, skills, knowledge, vision, and competence to serve as a means of leadership to convince the people they lead so that they are willing and able to carry out the tasks assigned to them willingly, enthusiastically, there is inner joy, and feel not forced. . Referring to the set of abilities and traits, leadership is a dynamic force that plays an important role in motivating and coordinating the organization to achieve organizational goals effectively (Sagala, 2018). Leadership style is concerned with how managers or leaders influence their subordinates. According to (Wibowo, 2016) one of the most important things a leader does is make decisions, the decision-making style captures how (how) a leader decides, as opposed to what (what) a leader determines, the most important elements of the leader's decision-making style are: whether the leader in many ways for them, or whether the leader involves others in the process.

Transactional leaders according to Robbins and Coulter (Sagala, 2018) are leaders who lead by using social exchanges or transactions that direct or motivate subordinates to work and achieve goals by rewarding performance productivity. In line with this, according to Judge & Robbins (Napitupulu, 2019), transactional leadership is a leader who guides or motivates their followers towards the goals set by clarifying the requirements of roles and tasks. Transactional leaders practice Management By Exception (MBE) and reward (reward). Management by exception includes both passive and active. Passive management by exception means the leader applies work goals and work standards and then leaves until problems arise. While active management by exception means that the leader monitors, prevents standard deviations, and supports procedures. Leaders according to transactional focus on transactions, transactional leadership is the development of an authoritarian leadership style into transactional. (Usman, 2019)

Transactional leadership is a form of relationship that exchanges certain positions or tasks if the employee can complete the task well. The transactional leader introduces what the employee wants from his job and tries to think about what the employee will get if his work matches the transaction; the leader promises a reward for the effort accomplished, and the leader is responsive to the employee's interests when he is satisfied with his performance. (Suwatno, 2019). The characteristics of transactional leadership according to Munajat (Marwiyah, 2018), are 1). Leadership that puts pressure on the tasks of subordinates; 2). Leaders who play more roles as managers because they are more involved in technical and procedural aspects; 3). Leadership that is more or less authoritarian to control the duties and obligations of subordinates has been by what was

agreed upon; 4). Leadership that prioritizes and prioritizes rewards and punishments. This leadership style requires that all work activities are measured by price to facilitate the distribution of rewards.

Organizational Support Perception

Perceived organizational support which is often known as perceived organizational support can strengthen employees' expectations that the organization will provide a sympathetic understanding and material assistance to deal with stressful situations at work or at home, which will help meet the need for emotional support. Rhoades, et al in (Rosyiana, 2019) define Perceived Organizational Support as an effort to give appreciation, attention, and improve welfare to every employee by the effort given to the organization. This organizational support is something that every employee expects. If employees feel that there is support from the organization and that support is following the norms, desires, and expectations, employees will naturally commit to fulfilling their obligations to the organization. And employees will certainly never leave the organization because employees who already have a strong sense of emotional bond with the organization where they work.

According to (Yusuf and Darman Syarif, 2018), the forms of organizational awards and working conditions are as follows: (1) salary, recognition, and promotion. According to organizational support theory, the opportunity to get rewards (salary, recognition, and promotion) will increase employee contribution and will increase the perception of organizational support; (2) Security at work, the existence of a guarantee that the organization wants to maintain membership in the future provides a strong indication of the perception of organizational support; (3) Independence, with independence means control over how employees do their jobs. With organizations showing confidence in employees' independence to decide wisely how they will perform their jobs, it increases perceptions of organizational support; (4) The role of stressor, stress refers to the individual's inability to cope with the demands of the environment. Stress is negatively correlated with perceived organizational support because employees know that stressors originate from an environment controlled by the organization. Stress is related to three aspects of the employee's role in the organization that are negatively correlated with perceived organizational support, namely: demands that exceed the employee's ability to work within a certain time, lack of clear information about job responsibilities, and conflicting responsibilities; (5) Training, on-the-job training is seen as an investment in employees which will increase the perception of organizational support.

Job satisfaction

According to Handoko in (Tumanggor, 2018) explains that job satisfaction is the emotional state of employees in viewing their work (whether it is pleasant or unpleasant). Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything in the work environment. According to Gitosudarmo (Anwar, et al 2019), job satisfaction is a positive emotional states, which comes from an estimate of one's work and work experience. Job satisfaction is a pleasant or unpleasant emotional state of employees in viewing their work. Luthan in (Parnawi, 2020) argues that job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. Furthermore, Luthans understands job satisfaction from three aspects, namely: (1) job satisfaction is an employee's emotional response to the work situation; (2) job satisfaction is often determined by the results achieved, meeting or exceeding expectations, and (3) job satisfaction is related to other attitudes possessed by each employee. The dimensions of job satisfaction according to Luthans consist of: (1) the work itself, namely the extent to which the job provides individuals with interesting tasks, opportunities to learn, and opportunities to accept responsibility; (2) salary, the amount of financial

remuneration received and the extent to which this is deemed appropriate by the employee; (3) promotion opportunities, possibilities for advancement within the organization; (4) supervision, the ability of supervisors to provide technical assistance and behavioral moral support, and (5) co-workers, the degree to which fellow workers provide technical and social support.

3. RESEARCH METHOD

This study aims to determine whether there is an influence between the research variables and to test the hypotheses that have been formulated to predict the form of the relationship and determine the direction and magnitude of the influence of the variables. This study uses a causal quantitative approach, the type of causal research is considered to be by the core of this study which wants to find the effect of transactional leadership style (X1) and perceived organizational support (X2) on the dependent variable, namely job satisfaction (Y). Through statistical data processing, it is expected to know the extent of the influence between the three variables studied. This study uses two types of data, namely: (1) primary data, which is data obtained directly from the respondents obtained through questionnaires; (2) secondary data, is data obtained indirectly or from other parties related to research, which has been collected and processed as supporting primary data. Secondary data comes from internal companies, books, and literature.

The sampling technique used is purposive sampling. Respondents in this study were Civil Servants (PNS) at the Ministry of Law and Human Rights of the Republic of Indonesia, totaling 50 people. The characteristics of the respondents in this study are (1) Civil Servants (PNS) aged 20-45 years; (2) Minimum working 1 (one) year; (3) Willing to be a respondent. The research was conducted at the office of the Ministry of Law and Human Rights of the Republic of Indonesia, Jakarta. The study was conducted from December 1, 2020, to January 3, 2021. The measuring instrument used in this study consisted of 3 scales, namely the Transactional Leadership Style scale, the perceived organizational support scale, and the Job Satisfaction scale. Consisting of 16 items for transactional leadership style, 12 items for perceived organizational support, and 20 items for job satisfaction. All scales used in this study used a Likert scale model. Each scale has 4 alternative answers that have been provided, namely Strongly Agree (SS), Agree (S), Disagree (TS), and Strongly Disagree (STS). Subjects were asked to choose the statements that suit themselves by choosing one of the four available alternatives. The researcher does not provide a choice of hesitation or neutral because often respondents choose the tendency to answer in the middle so that there is a lot of data and information that cannot be revealed by the researcher. The score for each item on the scale moves from 1 to 4 on favorable items and moves from 4 to 1 on unfavorable items. Analysis of the data used in this study is the classical assumption test and hypothesis testing. Classical assumption test consists of normality test, multicollinearity test, and heteroscedasticity test. The data analysis technique used in this research is multiple linear regression analysis.

4. RESULT AND DISCUSSION

Respondents Overview Respondents Overview

To determine the magnitude of the effect of transactional leadership style and perceived organizational support on job satisfaction, research was conducted by distributing questionnaires or questionnaires to 50 respondents. After verification, of the 50 questionnaires collected, it turned out that all the question items were filled out completely. Thus, the questionnaires totaling 50 copies can all be processed. The following is an explanation of the characteristics of the respondents in this study.

Table 1. Profile of Respondents by Gender

Gender	Quantity	(%)
Man	31	62
Woman	19	38
Total	50	100

Source: Processed data (2020)

Based on the output, it can be seen that most of the respondents in this study are male

Table 2. Profile of Respondents by Age

Gender	Quantity	(%)
20-30 years old	21	42
31-40 years old	23	46
41-50 years old	6	12
Total	50	100

Source: Processed data (2020)

From the information above, it is known that most of the respondents are of productive age.

Table 3. Profile of Respondents Education Level

Last education	Quantity	(%)
D-III	9	18
S-1	37	74
S-2	4	8
Total	50	100

Source: Processed data (2020)

In the distribution of the data, respondents with the most number of undergraduate education categories

Table 4. Profile of Respondents Based on Years of Service

Years of service	Quantity	(%)
0-5 years	12	24
6-10 years	25	50
11-15 years	13	26
Total	50	100

Source: Processed data (2020)

Demographic distribution of respondents based on years of service, it can be said that junior employees are dominant in this study.

Table 5. Profile of Respondents Based on Marital Status

Marital status	Quantity	(%)
bachelor	9	18
Marry	30	60
divorced	11	22
Total	50	100

Source: Processed data (2020)

Based on the output, it can be concluded that most of the respondents are married.

Descriptive Analysis

The results of this study were analyzed descriptively and quantitatively. Descriptive analysis is carried out by describing each question item which aims to obtain an overview of the variables studied. Descriptive analysis is a method of analysis by describing or describing the data results of each variable into levels in each sample group.

Table 6. Categories of Transactional Leadership Style

GKT	Jumlah	(%)
Law	6	12
Currently	2	4
Tall	42	84
Total	50	100

Source: Processed data (2020)

From the table above, data is obtained that 84% of employees consider that the transactional leadership style applied is high

Table 7. Categories of Organizational Support Perception

POS	Total	(%)
Law	9	18
Currently	18	36
Tall	23	46
Total	50	100

Source: Processed data (2020)

From the table above, it can be concluded that most employees rate the perception of organizational support as high, only 9% of employees rate the perception of organizational support as low.

Table 8. Job Satisfaction Category

KK	Total	(%)
Law	13	26
Currently	25	50
Tall	12	24
Total	50	100

Source: Processed data (2020)

From the table above, it can be concluded that the majority of employees have a level of job satisfaction that is at a moderate level, which is as much as 50%. Only 24% of employees are at a high level of job satisfaction.

Validity Test

The questionnaire validity test was used to determine the extent of the accuracy of the research instrument (questionnaire) in carrying out its measuring function. Testing the validity in this study by calculating the correlation coefficient, then the correlation value or r count is compared with the r table. A statement item is declared valid if the value of r count $>$ r table. Here's the presentation.

Table 9. Test the Validity of Transactional Leadership Style Variables

No Item	Corrected Item-Total Correlation	Information
Items 1	,475	Valid
Items 2	,319	Valid
Items 3	,648	Valid
Items 4	,466	Valid
Items 5	,478	Valid
Items 6	,763	Valid
Items 7	,654	Valid
Items 8	,431	Valid
Items 9	,572	Valid
Items 10	,475	Valid
Items 11	,547	Valid
Items 12	,641	Valid
Items 13	,627	Valid
Items 14	,756	Valid
Items 15	,588	Valid
Items 16	,657	Valid

Source: Processed data (2020)

Analysis of the validity of the transactional leadership style variable scale shows that the items move from 0.319 to 0.763. Of the 16 items used in this study, it was found that all items were valid as a measuring tool

Table 10. Validity Test of Organizational Support Perception Variables

No Item	Corrected Item-Total Correlation	Information
Items 1	,641	Valid
Items 2	,739	Valid
Items 3	,657	Valid
Items 4	,776	Valid
Items 5	,839	Valid
Items 6	,747	Valid
Items 7	,684	Valid
Items 8	,673	Valid
Items 9	,587	Valid
Items 10	,652	Valid
Items 11	,579	Valid
Items 12	,568	Valid

Source: Processed data (2020)

Analysis of the validity of the perceived organizational support variable scale shows that the items move from 0.568 to 0.839. Of the 12 items used in this study, it was found that all items were valid as a measuring tool.

Table 11. Validity Test of Job Satisfaction Variables

No Item	Corrected Item-Total Correlation	Information
Items 1	,372	Valid
Items 2	,516	Valid
Items 3	,634	Valid
Items 4	,573	Valid
Items 5	,475	Valid
Items 6	,319	Valid
Items 7	,648	Valid
Items 8	,466	Valid
Items 9	,478	Valid
Items 10	,763	Valid
Items 11	,654	Valid
Items 12	,431	Valid
Items 13	,572	Valid
Items 14	,475	Valid
Items 15	,547	Valid
Items 16	,641	Valid
Items 17	,827	Valid
Items 18	,756	Valid
Items 19	,388	Valid
Items 20	,657	Valid

Source: Processed data (2020)

The analysis of the validity of the job satisfaction variable scale shows that the items move from 0.372 to 0.827. Of the 20 items used in this study, it was found that all items were valid as a measuring tool

Reliability Test

A reliability test is used to test the level of reliability of the research instrument. A reliable questionnaire, if the data is truly by reality, no matter how many times it is taken, will still give the same or consistent results. (Setiawan, 2015) Reliability in this study uses the Alpha Cronbach method, the criteria for a scale are said to be reliable if the reliability coefficient shows a number more than 0.6. (Siregar, 2013).

Table 12. Reliability Test

Variabel	Cronbach's Alpha
Transactional Leadership Style	0.873
Perception Organizational Support	0.859
Job Satisfaction	0.826

Source: Processed data (2020)

Referring to the output of the statistical reliability test table, it is known that the Cronbach's Alpha value in the three variables has a number more than 0.6 so it can be concluded that the three instruments are reliable as a measuring tool.

Classical Assumptions

Normality test

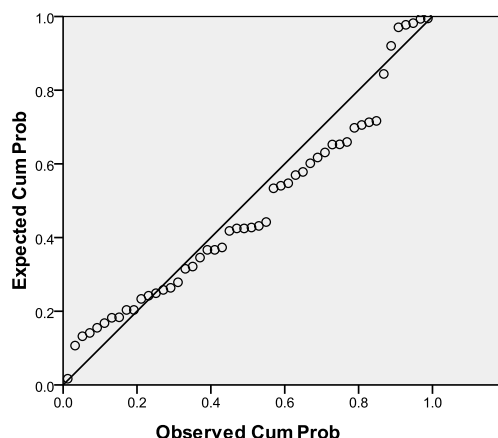
Normality testing aims to test whether in the regression model, the independent variable and the dependent variable both have a normal distribution or not. A good regression model is a data that is normally distributed or close to normal. (Sujarweni, 2014)

Tabel 13. Uji Normalitas

N	50
Most Extreme Absolute	.083
Kolmogorov Smirnov Z	1.174
Asymp Sig 2 tailed	.109

Source: Processed data (2020)

The normality test used by the researcher is the Kolmogorov Smirnov test. The stipulation is that if the significance value is $> (0.05 \text{ or } 5\%)$, it means that the residuals are normally distributed. Based on table 5 the significance value is 0.109 so it can be concluded that the residuals are normally distributed so that the resulting regression model can be used for decision making.



Source: Processed data (2020)

Figure 1. Normal Probability Plot

The results of the normality test obtained from the use of the normal probability plot graph in this study indicate that the points spread around the diagonal line and the distribution follow the diagonal line so that it can be concluded that the data distribution in this study is normally distributed or has met the assumption of normality.

Multicollinearity Test

The multicollinearity test aims to test the existence of correlations between independent variables in the regression model. A good regression model should not correlate with independent

variables, to test the existence of multicollinearity it can be done by analyzing the correlation between variables using the calculation of Tolerance and Variance Inflation Factor (VIF). (Sujarweni, 2014)

Table 14. Multicollinearity Test

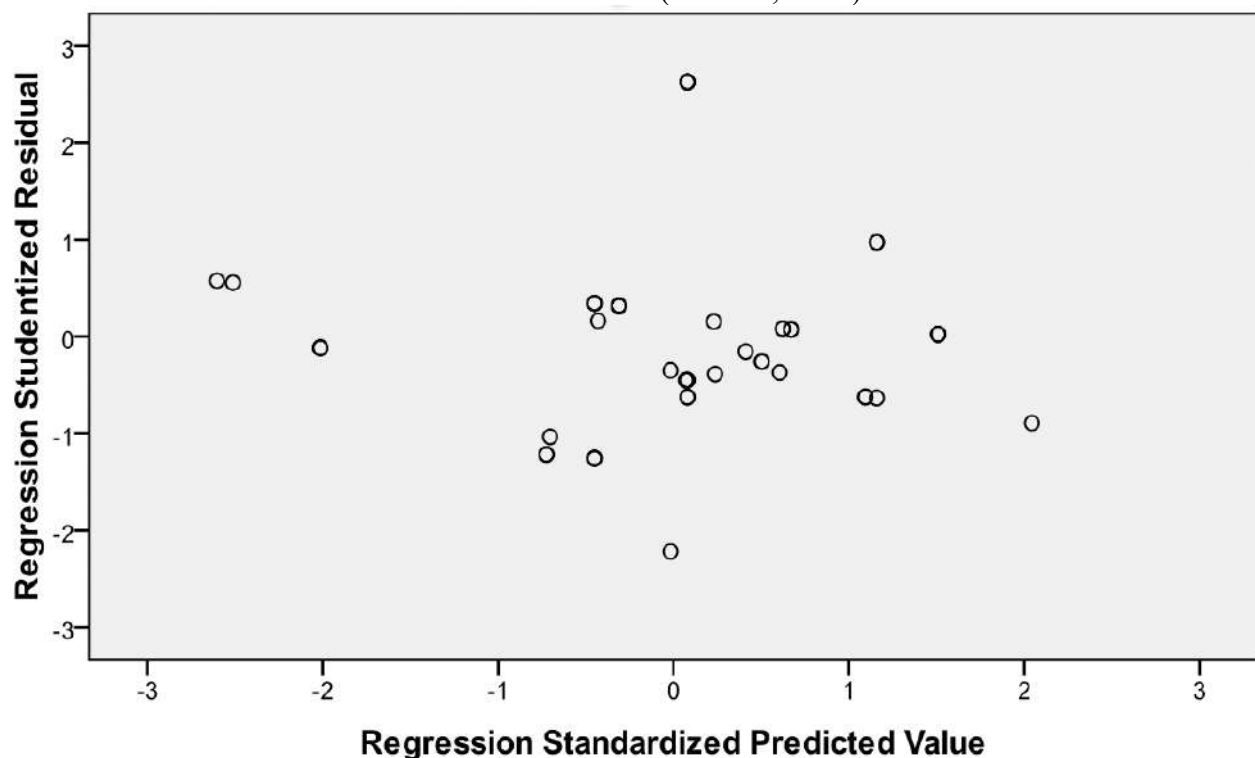
Variable	Tolerance	VIF
Transactional Leadership Style	.871	1.189
POS	.824	1.177

Source: Processed data (2020)

The results of the multicollinearity test showed the tolerance value of the independent variables, namely transactional leadership style and perceived organizational support > 0.10 . Meanwhile, the VIF value obtained from the two variables is < 10 . Thus, there is no multicollinearity between the independent variables, thus confirming the feasibility of the regression model is run.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of residual variance from one observation to another. (Ghozali, 2011).



Source: Processed data (2020)

Figure 2. Heteroscedasticity Test

Based on the scatterplot graphic image, shows that the data points spread randomly and do not form a clear pattern either above or below the Y-axis. This indicates that there is no heteroscedasticity in this study.

Table 15. Glejser Test

Model	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
Constant	3.025	1.135	2.158	
GKT	.091	.042	1.762	.127
POS	.073	.039	1.594	.163

Source: Processed data (2020)

Heteroscedasticity testing using the Glejser test, as shown in Table 7 shows that the test model is free from heteroscedasticity. This is evidenced by the significance value $< (\alpha) 5\%$.

Hypothesis Test

Coefficient of Determination (R²)

The coefficient of determination (R²) aims to determine how much (percentage) the independent variable affects the dependent variable. The value of the coefficient of determination is between zero and 1. If the value of the coefficient of determination (Adjusted R Square) is greater than 0.05 or close to 1, it can be concluded that the independent variable provides almost all the information needed to predict the dependent variable.

Table 16. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std Error
	.866	.647	.603	4.319

Source: Processed data (2020)

Based on the analysis of the effect of transactional leadership style and perceived organizational support on job satisfaction, the R value of 0.866 is obtained so that it can be concluded that there is a close relationship between transactional leadership style and perceived organizational support on job satisfaction. While the coefficient of determination obtained is 64.7%, meaning that the contribution of transactional leadership style and perceived organizational support is 64.7%, while the remaining 35.3% is influenced by other variables not included in this study.

Simultaneous Significance Test (F Statistics Test)

Simultaneous hypothesis testing (F test) is used to determine the significant effect of the independent variables simultaneously (simultaneously) on the dependent variable.

Table 17. Test Statistics

Statistic Test	Output	Sig
Uji F	189.173	.000
Uji t	4.528	.000
	3.075	.000

Source: Processed data (2020)

Based on the table above, the calculated F is 189,173, with a significance value of $< 5\%$ so that it can be concluded that the transactional leadership style and the perception of organizational support jointly affect employee job satisfaction. This indicates that transactional leadership style and perceived organizational support are appropriate for predicting job satisfaction so that research hypotheses can be tested.

Partial Hypothesis Test (t-Test)

The purpose of the t-test is to find out whether partially the independent variable has a significant effect on the dependent variable. This test is carried out to further examine which variables have a significant effect on job satisfaction

1) Hypothesis 1: The Effect of Transactional Leadership Style on Job Satisfaction

The results of hypothesis testing 1 obtained that the t value of the transactional leadership style variable was .4.528 with a significance value of <5%. So it can be concluded that the transactional leadership style has a positive and significant effect on job satisfaction. Thus H0 is rejected and the alternative hypothesis H1 "Transactional Leadership Style has a positive and significant influence on job satisfaction" is accepted. The better the application of transactional leadership, the higher the job satisfaction of employees.

The results of this study are in line with research (Rahmanita, and Putut Said Permana 2019) entitled "Analysis of the Effect of Transactional Leadership Style on Teacher Job Satisfaction". The results show that transactional leadership has a positive and significant effect on teacher job satisfaction. Likewise with the research conducted by (Wijayanty, 2018) with the title "The Influence of Transactional Leadership Style and Work Environment on the Job Satisfaction of Police Members at the Tanjung Jabung Barat Police Station" the results showed that the transactional leadership style had a positive and significant effect on job satisfaction of Polri members at the Polres. West Jabung

2) Hypothesis 2: The Effect of Perceived Organizational Support.

he results of hypothesis testing 2 obtained the t-count value of the Perceived Organizational Support variable of 3,075 with a significance value of <5%. So it can be concluded that Perceived Organizational Support has a positive and significant effect on job satisfaction. Thus H0 is rejected and the alternative hypothesis H2 "Perceived Organizational Support has a positive and significant effect on job satisfaction" is accepted. The better the implementation of Perceived Organizational Support, the higher the job satisfaction of employees.

The results of this study are in line with research conducted by (Permita, et al 2020) which shows the results that the perception of organizational support has a positive and significant effect on the job satisfaction of customer service employees at PT Angkasa Pura Support Bali.

Multiple Linear Regression Analysis

The linear equation between transactional leadership style and perceived organizational support on employee job satisfaction is as follows:

$$Y^{\wedge} = 2.136 + 0.321 X_1 + 0.268 X_2$$

The constant (α) of 2.136 has a positive value, which means that if the transactional leadership style and perceived organizational support are considered constant or constant, then the average value of employee job satisfaction is 2.136. This shows that job satisfaction is high because the value (α) exceeds 1, for that all independent variables that affect job satisfaction in this study should be maintained or even increased. Institutions need to know employee job satisfaction by showing an attitude of concern for the quality and work attitude of employees. To increase employee job satisfaction, both material and non-material aspects can be improved. Material aspects such as providing competitive compensation, or other forms of rewards such as prizes (signs of service, certificates of appreciation) or other incentives. While the non-material aspects include the attitude of management, superiors towards subordinates to provide fair opportunities for employees to develop their potential by involving employees in training and development activities as well as promotions. In addition, it is necessary to consider the job tender program. Position auctions do not

only provide opportunities for self-actualization of employees but also psychologically stimulate employees to do the best things, creative ideas according to their passion, competence, and qualifications.

The transactional leadership style regression coefficient (b_1) is positive 0.321 indicating a positive relationship between transactional leadership style and job satisfaction. This means that for every one-unit increase in the value of the transactional leadership style variable, job satisfaction can increase by 0.321 or 32% with the assumption that the other independent variable is the perception of organizational support with a fixed value. These results indicate that the better the transactional leadership style, the higher the job satisfaction of employees. And vice versa if the lower the transactional leadership style, the lower the employee's job satisfaction. Leadership style is one of the factors that affect employee job satisfaction. A leader with his leadership style is expected to be able to create conditions that make employees feel satisfied with their work. If the transactional leadership style is applied effectively, employee job satisfaction will increase. This means that the more a leader has a transactional attitude, the more satisfied employees will be with their work. Leaders always need to master and apply various leadership styles, especially transactional leadership styles without neglecting their combination with other leadership styles. Leaders need to monitor, supervise, help find solutions if there are problems around work or the office environment. Leaders are also expected to improve positive human relations between subordinates or co-workers, inside and outside the company to create an atmosphere of intimacy, a harmonious working atmosphere, kinship, mutual support for each other so that a strong and beneficial bond arises between two parties at once. can increase work motivation and employee job satisfaction. The regression coefficient of the perceived organizational support variable is positive 0.268 indicating a positive relationship between perceived organizational support and job satisfaction. This means that for every one-unit increase in the value of the perceived organizational support variable, job satisfaction can increase by 0.268 or 27% with the assumption that the other independent variable is transactional leadership style with a fixed value. These results indicate that the higher the perception of organizational support in terms of rewards, working conditions, superior support, and employee welfare, the higher the employee job satisfaction will be. When employees feel fully supported by the organization, of course, they will develop a sense of indebtedness because they feel fully supported by the organization which will have an impact on performance and increases employee job satisfaction. Vice versa, if the application of perceived organizational support is lower, the employee's job satisfaction will be lower. It is expected that the company provides full support for subordinates to work, be creative, innovate in completing work or in the decision-making process. In addition, the institution is expected to provide opportunities for employees to develop their potential with a fair and transparent job promotion system, involving employees to actively participate in providing suggestions, opinions without fear of superiors for the betterment of the institution.

5. CONCLUSION

Based on the results of the study, it can be concluded that the transactional leadership style and perceived organizational support at the Ministry of Law and Human Rights are classified as good, this is supported by research results which show that partially or simultaneously transactional leadership style and perceived organizational support have a positive and significant effect on employee job satisfaction. The first suggestion is the need to research more diverse organizations, one form of research that needs to be done next is to make comparisons to government, private or state-owned institutions. For further research should try to explore the predictor variables of job satisfaction so that it can refine this research model and predict it more accurately. Other variables that might be interesting to examine include compensation, psychological contract, organizational climate, organizational culture, work motivation, career development, transformational leadership style so that it can reveal many discourses with a wider perspective. Further researchers can also use

different data analysis techniques and increase the number of samples used so that they can enrich the research results.

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Tentang

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Periode September 2021 - Februari 2022

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Volume 3 No 5 Oktober 2021 (E-ISSN : 2686-6056)

Judul :

**Transactional Leadership Style and Perception of Organizational Support as a Determinant of
Job Satisfaction**

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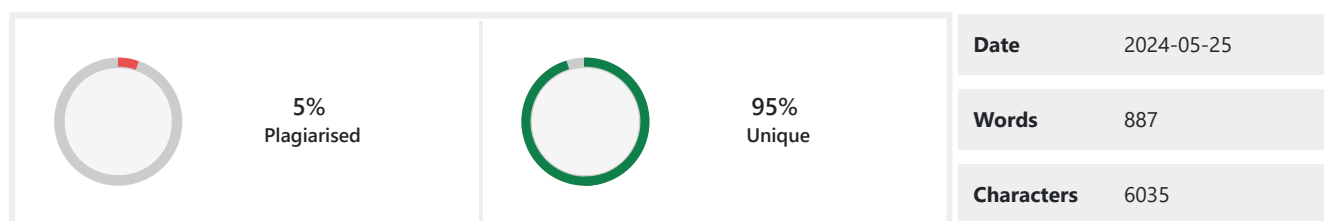


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The era of the Industrial revolution 4.0 which was marked by the rapid and sophisticated development of information and communication technology also influenced the business competition climate and even threatened the existence of incumbent companies. Business or organizational activities are now carried out automatically with technological devices or even robots. With this automation, the company can capture a lot of important data about market conditions, this is used to create goods/services that are needed, demanded, and liked according to people's tastes. Not only that, automation can also make business processes more effective and efficient, so it is not surprising that problems arise where technology on the one hand facilitates human work and on the other hand minimizes the role of humans. Facing these conditions, companies or organizations are required to immediately adapt and move quickly to become superior among their competitors through improving the quality of qualified Human Resources, namely human resources who not only master technology but can make technology as a forum to support activities, creativity, and innovation. Innovation to create a competitive advantage that other companies do not have.

Thus, it can be concluded that the role of humans in supporting company performance cannot be denied.

Employee performance ultimately affects the performance of an organization. If the employee's performance is good, the organizational performance will also increase significantly, and vice versa. One important factor that becomes an indicator of determining employee performance is leadership style. A leader is not only required to have a brilliant academic record but also requires special abilities, both hard skills and soft skills. Other abilities that a leader needs to possess include: (1) the ability to deal with all kinds of problems wisely, quickly, and accurately; (2) able to be an example for his subordinates; (3) leaders can create a conducive work environment; (4) Leaders are required to monitor, protect and direct their subordinates and what is no less important is to be able to motivate their subordinates to work optimally to achieve company goals. For this reason, we need a leader who has the competence to direct and influence organizational members/subordinates to carry out an order/action/work activity that supports the achievement of organizational goals. In carrying out his leadership role, a suitable leadership style is needed to be applied in an organization. Leadership style is a behavioral pattern of how a leader regulates, directs, moves, and motivates employees to take directed attitudes/actions/work activities in support of the organization's vision and mission. The leadership style that is suitable to be applied in an institution is not necessarily suitable to be applied in other institutions because after all, each institution has different characteristics, values, and organizational culture. Perception of organizational support refers to employees' perceptions of the extent to which the organization or company values contributions and cares about employees for their time, thoughts, ideas, energy, effort, commitment, and employee loyalty in completing work or supporting company or organizational activities. The concern of the company or organization includes the need for open and fast information, the availability of resources needed by employees at work or when employees face problems in difficult situations to complete their work, support for employee career development during work, pre-retirement, and even retirement. When employees feel that the company cares about employees, can appreciate and be fair and proportionate to the efforts or performance of employees or overall employees assess positively or high perceptions of organizational support, it will automatically have an impact on increasing job satisfaction. Job satisfaction is obtained when employees compare what has been given to the organization with what has been obtained as a result of work. The smaller the gap or difference, the higher the job satisfaction obtained by employees. Conversely, the higher the gap or difference in work returns, the lower the job satisfaction obtained by employees. Because of its subjective nature, each individual has a different level of satisfaction

according to the system of values that apply to him. Some employees are satisfied with the salary they receive even though it is not sufficient for their daily needs, but some individuals get a high salary but feel that they do not get job satisfaction because they feel their career is stuck or feel that their potential cannot be fully developed or actualized. at the company or work. On the other hand, some employees get a salary that according to their version is small, but when compared to employees in other companies with the same position, it turns out that the salary is much higher, and vice versa. Despite receiving a small salary, an employee may get job satisfaction obtained from aspects of the work environment or relationships with colleagues, members of the organization are full of a pleasant atmosphere, or the role of superiors that makes members of the organization feel comfortable being loyal to the company. Human Resources in several government institutions are seen to still have minimal quality.

This can be seen in the number of complaints from the public regarding the services received. Officers are considered slow, relaxed, busy chatting with colleagues, playing cellphones, some officers come late, have coffee during working hours, sleep in the room or workshop. This makes people often have to wait a long time, come many times so that people are often provoked by their emotions due to poor public service performance. Such conditions ultimately also hurt the image of the institution concerned.

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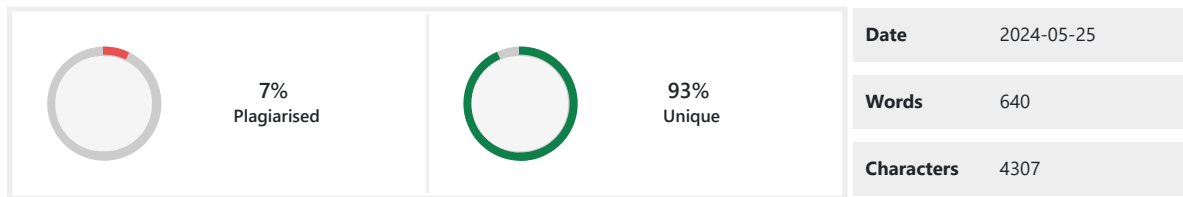
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The government has made various efforts to produce services that are faster, more precise, non-discriminatory, and transparent. In addition, the government is also drafting a bill on public services which contains Minimum Service Standards. However, the efforts that have been taken seem to be less than optimal, many complaints come from the public about the performance of ASN, especially those related to service-related problems. According to data from the Ministry of State Apparatus Empowerment and Bureaucratic Reform in 2012, it was estimated that 40% of the 4.7 million civil servants in Indonesia had poor performance and would be required to undergo early retirement (Tempo.com). Given the importance of employee job satisfaction for the effectiveness and efficiency of the institution in improving its performance, the leadership style and perceived organizational support are expected to influence the creation of employee job satisfaction. Therefore, there is a need for further research on leadership style, perceived organizational support, and job satisfaction. The results of this study are expected to be useful as input to the Personnel Bureau (Ropeg) in formulating various policies related to employee duties so that they can improve employee performance.

This study aims to determine whether there is an influence between the research variables and to test the hypotheses that have been formulated to predict the form of the relationship and determine the direction and magnitude of the influence of the variables. This study uses a causal quantitative approach, the type of causal research is considered to be by the core of this study which wants to find the effect of transactional leadership style (X1) and perceived organizational support (X2) on the dependent variable, namely job satisfaction (Y). Through statistical data processing, it is expected to know the extent of the influence between the three variables studied. This study uses two types of data, namely: (1) primary data, which is data obtained directly from the respondents obtained through questionnaires; (2) secondary data, is data obtained indirectly or from other parties related to research, which has been collected and processed as supporting primary data. Secondary data comes from internal companies, books, and literature. The sampling technique used is purposive sampling. Respondents in this study were Civil Servants (PNS) at the Ministry of Law and Human Rights of the Republic of Indonesia, totaling 50 people. The characteristics of the respondents in this study are (1) Civil Servants (PNS) aged 20-45 years; (2) Minimum working 1 (one) year; (3) Willing to be a respondent. The research was conducted at the office of the Ministry of Law and Human Rights of the Republic of Indonesia, Jakarta. The study was conducted from December 1, 2020, to January 3, 2021. The measuring instrument used in this study consisted of 3 scales, namely the Transactional Leadership Style scale, the perceived organizational support scale, and the Job Satisfaction scale. Consisting of 16 items for transactional leadership style, 12 items for perceived organizational support, and 20 items for job satisfaction. All scales used in this study used a Likert scale model. Each scale has 4 alternative answers that have been provided, namely Strongly Agree (SS), Agree (S), Disagree (TS), and Strongly Disagree (STS). Subjects were asked to choose the statements that suit themselves by choosing one of the four available alternatives. The researcher does not provide a choice of hesitation or neutral because often respondents choose the tendency to answer in the middle so that there is a lot of data and information that cannot be revealed by the researcher. The score for each item on the scale moves from 1 to 4 on favorable items and moves from 4 to 1 on unfavorable items. Analysis of the data used in this study is the classical assumption test and hypothesis testing. Classical assumption test consists of normality test, multicollinearity test, and heteroscedasticity test.

The data analysis technique used in this research is multiple linear regression analysis

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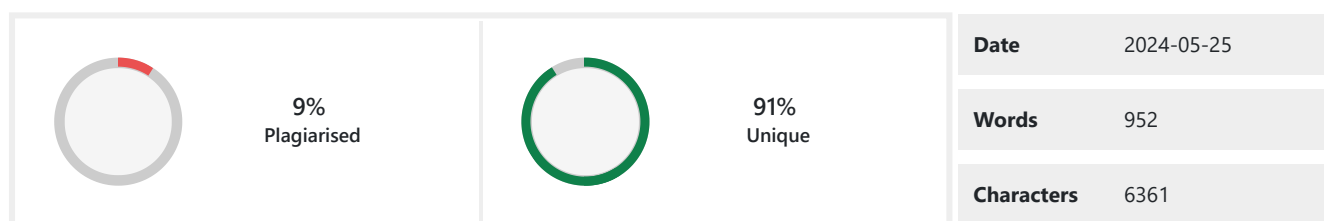
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RESULT AND DISCUSSION

Descriptive AnalysisThe results of this study were analyzed descriptively and quantitatively. Descriptive analysis is carried out by describing each question item which aims to obtain an overview of the variables studied. Descriptive analysis is a method of analysis by describing or describing the data results of each variable into levels in each sample group.

From the table above, data is obtained that 84% of employees consider that the transactional leadership style applied is high

From the table above, it can be concluded that most employees rate the perception of organizational support as high, only 9% of employees rate the perception of organizational support as low

From the table above, it can be concluded that the majority of employees have a level of job satisfaction that is at a moderate level, which is as much as 50%. Only 24% of employees are at a high level of job satisfaction

Validity TestThe questionnaire validity test was used to determine the extent of the accuracy of the research instrument (questionnaire) in carrying out its measuring function. Testing the validity in this study by calculating the correlation coefficient, then the correlation value or r count is compared with the r table. A statement item is declared valid if the value of r count $>$ r table.

Analysis of the validity of the transactional leadership style variable scale shows that the items move from 0.319 to 0.763.

Of the 16 items used in this study, it was found that all items were valid as a measuring tool

Analysis of the validity of the perceived organizational support variable scale shows that the items move from 0.568 to 0.839. Of the 12 items used in this study, it was found that all items were valid as a measuring tool.

The analysis of the validity of the job satisfaction variable scale shows that the items move from 0.372 to 0.827. Of the 20 items used in this study, it was found that all items were valid as a measuring tool

Reliability TestA reliability test is used to test the level of reliability of the research instrument. A reliable questionnaire, if the data is truly by reality, no matter how many times it is taken, will still give the same or consistent results. (Setiawan, 2015) Reliability in this study uses the Alpha Cronbach method, the criteria for a scale are said to be reliable if the reliability coefficient shows a number more than 0.6. Referring to the output of the statistical reliability test table, it is known that the Cronbach's Alpha value in the three variables has a number more than 0.6 so it can be concluded that the three instruments are reliable as a measuring tool.

The normality test used by the researcher is the Kolmogorov Smirnov test. The stipulation is that if the significance value is $>$ (0.05 or 5%), it means that the residuals are normally distributed. Based on table 5 the significance value is 0.109 so it can be concluded that the residuals are normally distributed so that the resulting regression model can be used for decision making

The results of the normality test obtained from the use of the normal probability plot graph in this study indicate that the points spread around the diagonal line and the distribution follow the diagonal line so that it can be concluded that the data distribution in this study is normally distributed or has met the assumption of normality.

Multicollinearity TestThe multicollinearity test aims to test the existence of correlations between independent variables in the regression model. **A good regression model should not correlate with independent** variables, to test the existence of multicollinearity it can be done by analyzing the correlation between variables using the calculation of Tolerance and Variance Inflation Factor (VIF).

The results of the multicollinearity test showed the tolerance value of the independent variables, namely transactional

leadership style and perceived organizational support > 0.10 . Meanwhile, the VIF value obtained from the two variables is < 10 . Thus, there is no multicollinearity between the independent variables, thus confirming the feasibility of the regression model is run

Based on the scatterplot graphic image, shows that the data points spread randomly and do not form a clear pattern either above or below the Y-axis. This indicates that there is no heteroscedasticity in this study.

Coefficient of Determination (R^2) The coefficient of determination (R^2) aims to determine how much (percentage) the independent variable affects the dependent variable. **The value of the coefficient of determination is between zero and 1.**

If the value of the coefficient of determination (Adjusted R Square) is greater than 0.05 or close to 1, it can be concluded that the independent variable provides almost **all the information needed to predict the dependent variable**

Based on the analysis of the effect of transactional leadership style and perceived organizational support on job satisfaction, the R value of 0.866 is obtained so that it can be concluded that there is a close relationship between transactional leadership style and perceived organizational support on job satisfaction. While the coefficient of determination obtained is 64.7%, meaning that the contribution of transactional leadership style and perceived organizational support is 64.7%, while the remaining 35.3% is influenced by other variables not included in this study.

Simultaneous hypothesis testing (F test) is used to determine the significant effect of the independent variables simultaneously (simultaneously) on the dependent variable.

Based on the table above, the calculated F is 189,173, with a significance value of $< 5\%$ so that it can be concluded that the transactional leadership style and the perception of organizational support jointly affect employee job satisfaction. This indicates that transactional leadership style and perceived organizational support are appropriate for predicting job satisfaction so that research hypotheses can be tested.

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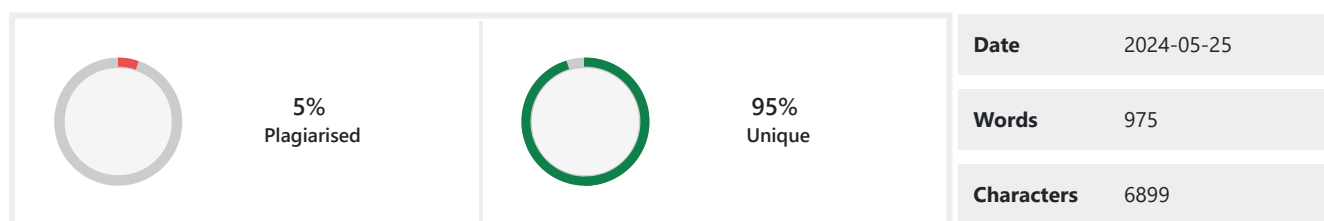
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Partial Hypothesis Test (t-Test) The purpose of the t-test is to find out whether partially the independent variable has a significant effect on the dependent variable. This test is carried out to further examine which variables have a significant effect on job satisfaction

1) Hypothesis 1: The Effect of Transactional Leadership Style on Job Satisfaction The results of hypothesis testing 1 obtained that the t value of the transactional leadership style variable was .4528 with a significance value of <5%. So it can be concluded that the transactional leadership style has a positive and significant effect on job satisfaction. Thus H0 is rejected and the alternative hypothesis H1 "Transactional Leadership Style has a positive and significant influence on job satisfaction" is accepted. The better the application of transactional leadership, the higher the job satisfaction of employees. The results of this study are in line with research (Rahmanita, and Putut Said Permana 2019) entitled "Analysis of the Effect of Transactional Leadership Style on Teacher Job Satisfaction". The results show that transactional leadership has a positive and significant effect on teacher job satisfaction. Likewise with the research conducted by (Wijayanty, 2018) with the title "The Influence of Transactional Leadership Style and Work Environment on the Job Satisfaction of Police Members at the Tanjung Jabung Barat Police Station" the results showed that the transactional leadership style had a positive and significant effect on job satisfaction of Polri members at the Polres. West Jabung

2) Hypothesis 2: The Effect of Perceived Organizational Support. The results of hypothesis testing 2 obtained the t-count value of the Perceived Organizational Support variable of 3,075 with a significance value of <5%. So it can be concluded that Perceived Organizational Support has a positive and significant effect on job satisfaction. Thus H0 is rejected and the alternative hypothesis H2 "Perceived Organizational Support has a positive and significant effect on job satisfaction" is accepted. The better the implementation of Perceived Organizational Support, the higher the job satisfaction of employees. The results of this study are in line with research conducted by (Permita, et al 2020) which shows the results that the perception of organizational support has a positive and significant effect on the job satisfaction of customer service employees at PT Angkasa Pura Support Bali.

Multiple Linear Regression Analysis The linear equation between transactional leadership style and perceived organizational support on employee job satisfaction is as follows: $Y^{\wedge} = 2.136 + 0.321 X_1 + 0.268 X_2$ The constant (α) of 2.136 has a positive value, which means that if the transactional leadership style and perceived organizational support are considered constant or constant, then the average value of employee job satisfaction is 2.136. This shows that job satisfaction is high because the value (α) exceeds 1, for that all independent variables that affect job satisfaction in this study should be maintained or even increased. Institutions need to know employee job satisfaction by showing an attitude of concern for the quality and work attitude of employees. To increase employee job satisfaction, both material and non-material aspects can be improved. Material aspects such as providing competitive compensation, or other forms of rewards such as prizes (signs of service, certificates of appreciation) or other incentives. While the non-material aspects include the attitude of management, superiors towards subordinates to provide fair opportunities for employees to develop their potential by involving employees in training and development activities as well as promotions. **In addition, it is necessary to consider the job tender program.** Position auctions do not only provide opportunities for self-actualization of employees but also psychologically stimulate employees to do the best things, creative ideas according to their passion, competence, and qualifications. The transactional leadership style regression coefficient (b_1) is positive 0.321 indicating a positive relationship between transactional leadership style and job satisfaction.

This means that for every one-unit increase in the value of the transactional leadership style variable, job satisfaction can increase by 0.321 or 32% with the assumption that the other independent variable is the perception of organizational support with a fixed value. These results indicate that the better the transactional leadership style, the higher the job satisfaction of employees. And vice versa if the lower the transactional leadership style, the lower the employee's job satisfaction. Leadership style is one of the factors that affect employee job satisfaction. A leader with his leadership style is expected to be able to create conditions that make employees feel satisfied with their work. If the transactional leadership style is applied effectively, employee job satisfaction will increase. This means that the more a leader has a transactional attitude, the more satisfied employees will be with their work. Leaders always need to master and apply various leadership styles, especially transactional leadership styles without neglecting their combination with other leadership styles. Leaders need to monitor, supervise, help find solutions if there are problems around work or the office environment. Leaders are also expected to improve positive human relations between subordinates or co-workers, inside and outside the company to create an atmosphere of intimacy, a harmonious working atmosphere, kinship, mutual support for each other so that a strong and beneficial bond arises between two parties at once. can increase work motivation and employee job satisfaction. The regression coefficient of the perceived organizational support variable is positive 0.268 indicating a positive relationship between perceived organizational support and job satisfaction. This means that for every one-unit increase in the value of the perceived organizational support variable, job satisfaction can increase by 0.268 or 27% with the assumption that the other independent variable is transactional leadership style with a fixed value. These results indicate that the higher the perception of organizational support in terms of rewards, working conditions, superior support, and employee welfare, the higher the employee job satisfaction will be. When employees feel fully supported by the organization, of course, they will develop a sense of indebtedness because they feel fully supported by the organization which will have an impact on performance and increases employee job satisfaction.

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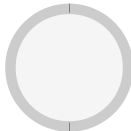

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Vice versa, if the application of perceived organizational support is lower, the employee's job satisfaction will be lower. It is expected that the company provides full support for subordinates to work, be creative, innovate in completing work or in the decision-making process. In addition, the institution is expected to provide opportunities for employees to develop their potential with a fair and transparent job promotion system, involving employees to actively participate in providing suggestions, opinions without fear of superiors for the betterment of the institution.5.CONCLUSIONBased on the results of the study, it can be concluded that the transactional leadership style and perceived organizational support at the Ministry of Law and Human Rights are classified as good, this is supported by research results which show that partially or simultaneously transactional leadership style and perceived organizational support have a positive and significant effect on employee job satisfaction. The first suggestion is the need to research more diverse organizations, one form of research that needs to be done next is to make comparisons to government, private or state-owned institutions. For further research should try to explore the predictor variables of job satisfaction so that it can refine this research model and predict it more accurately. Other variables that might be interesting to examine include compensation, psychological contract, organizational climate, organizational culture, work motivation, career development, transformational leadership style so that it can reveal many discourses with a wider perspective. Further researchers can also use different data analysis techniques and increase the number of samples used so that they can enrich the research results.

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