



## The Influence of Transformational Leadership, Organizational Commitment and Work Motivation as Intervening Variables on Job Satisfaction of ASN Employees of the East Jakarta City Education Department

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### ARTICLE INFO

*Keywords:* Transformational Leadership, Organizational Commitment, Work Motivation, Job Satisfaction

*Received :* 12, October

*Revised :* 16, November

*Accepted:* 20, December

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### ABSTRACT

The purpose of this study is to analyze the elements affecting ASN employees' job satisfaction in the East Jakarta City Administration Education Department. The benefit the goal of this study is to address the issue of job satisfaction. for ASN employees of the East Jakarta City Administration Education Sub-dept. The East Jakarta City Administration's ASN employees make up the study's population. Education Sub-dept. using 104 employees as the sample size and an observation period of 2023. This research is quantitative research with data analysis methods using Structural Equation Model-Partial Least Square (SEM-PLS). The results of the research show that transformational leadership and organizational commitment have a positive and significant effect on work motivation, transformational leadership and organizational commitment have a positive and significant effect on job satisfaction, transformational leadership and organizational commitment have a positive and significant effect on job satisfaction through work motivation.

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## **INTRODUCTION**

Based on Governor's Regulation Number 57 of 2022, the main task of the Education Service is to handle Regional Government matters related to Education Sector based on the principle of autonomy and assistance duties which include the secretariat, PAUD Development and Non-Formal Education Sector, Basic Education Development Sector, Teacher and Education Personnel Sector, UPT PAUD Education Basic Education and SKB. The City Administration Education Sub-department is the City Administration Education Sub-department led by a Head of the Sub-department who is located below and is responsible to the Head of the Department and is operationally coordinated by the Mayor.

Each Administrative City is formed by two Education Sub-Departments, regarding the East Jakarta Administrative City Region itself there are two Administrative City Education Sub-Departments, namely, the Region I Education Sub-Department of the Administrative City of East Jakarta and the Administrative City's Region II Education Sub-Department. The Administrative City of East Jakarta Education Sub-Department aims to equalize or expand access and achieve educational service standards. to raise the standard, applicability, and level of competition of education. Apart from that, to strengthen governance, image and public accountability.

The Education Department of the East Jakarta City Administration also has hopes of always improving the caliber of available human resources. In order to grasp this, one must have a sense of job satisfaction felt by employees. Things that can be factors in employee job satisfaction include leadership, organizational culture and motivation felt by employees.

Employee job satisfaction in an organization plays a very important role in creating optimal work efficiency, so organizations must always Be mindful of elements like the workplace environment that affect how satisfied employees are with their jobs. in which employees do their work, such as colleagues, leaders, work atmosphere, and motivation. , organizational culture and other things that can influence a person's ability to carry out tasks. When someone achieves job satisfaction, he will try as hard as possible to complete the job as well as possible, thereby optimally increasing employee productivity and performance. Employees who have high job satisfaction in their work have superior performance in fulfilling their responsibilities compared to those who are unhappy with their jobs (Mangkunegara, 2011:1).

Based on data from a pre-survey of thirty (thirty) ASN staff members information was provided by the East Jakarta City Administration Education Department. obtained that there was a phenomenon regarding employee job satisfaction not being maximized as measured by the job satisfaction indicator with a result of 75.33%, this value has not reached the ideal number or score of 100%. Next, to look at the variables that can influence job satisfaction, a pre-survey was conducted on 30 (thirty) employees who were measured through the variables of career development, competency, job evaluation, leadership, wages/salary, organizational commitment, organizational culture, motivation, and compensation. , and organizational culture, the results obtained that most

dominantly influence employee morale are leadership at 66.7%, organizational commitment at 63.3% and motivation at 50%.

A pre-survey was carried out again to assess the management of these three variables, the impact of which on employee work satisfaction will subsequently be demonstrated through research. The results of transformational leadership were 88%, organizational commitment was 81%, and work motivation was 82%. The results of these three variables show that they are not optimal because they have not reached 100%.

It is clear from the above description that there is a phenomenon of issues with job satisfaction that are not yet optimal. Because of this, researchers are eager to carry out more in-depth study. regarding *The Impact of Work Motivation, Organizational Commitment, and Transformational Leadership as Mediating Factors on Employee Job Satisfaction ASN Employees of the East Jakarta City Administration Education Department*".

## **LITERATURE REVIEW**

### ***Work Satisfaction***

Robbins & Judge in Tri Atmojo (2022), stated that A person's overall attitude toward their work is referred to as job satisfaction. Research indicates that those who are highly satisfied with their work will exhibit a positive attitude toward it, while those who are not will exhibit a negative attitude. Edy Sutrisno (2019) defines job satisfaction is the mindset that a worker has about their work, which is influenced by a variety of factors such as the work environment, employee collaboration, incentives obtained at work, and issues pertaining to both physical and psychological aspects. According to Handoko (2020), job satisfaction as an employee's income whether they are happy or not regarding their work, The employees' upbeat outlook on their jobs and everything they encounter there are indicators of this feeling. Encouraging employees to have a high degree of job satisfaction is essential to boost work morale, dedication, employee love, and discipline. These experts' perspectives lead to the conclusion that employees with a positive attitude toward their work, including their feelings and behavior, are more likely to feel content in their positions. appreciating work as a reward for achieving important work values. According to Robbins and Judge (2017), it has five dimensions, namely the work itself, current rewards, promotion opportunities, supervision from superiors, and relationships with coworkers.

### ***Work Motivation***

Sutrisno (2019) asserts that motivation is a factor that propels an individual to perform a particular task; hence, motivation is frequently understood as a factor influencing an individual's behavior the driving factor is typically the individual's needs and preferences. According to Mangkunegara (2019), motivation is the state or energy that propels workers who are focused on accomplishing an organization's goals. Human behavior is caused, influenced, and supported by motivation, which makes people eager to put in long hours and work hard to achieve the best possible outcomes. (Hasibuan, 2019). Based on

the opinions of these experts, In summary, motivation refers to a person's intrinsic motivation to carry out tasks successfully in order to accomplish their objectives. According to Abraham Maslow (1943-1970), there are five dimensions, specifically, the needs for self-actualization, recognition, security, and physiology.

### ***Transformational leadership***

According to Rothwell, Stavros, and Sullivan (2016), transformational leadership is a leadership style that changes subordinates to develop beyond their interests and challenges or stimulates them to pursue common goals. According to Robbins (2017), transformational leadership are leaders who possesses the personal warmth, intellectual stimulation, and perfect influence necessary to inspire followers to carry out and manage their interests for the good of the company, all of which will spur employees to put in more effort for increased organizational effectiveness. According to Suwatno (2019), transformational leadership is characterized by its ability to inspire employees to go above and beyond expectations and instill in them a sense of pride, loyalty, self-confidence, and respect for their leaders. Ancok (2020:6) identifies four dimensions of transformational leadership: idealized influence, intellectual stimulation, inspirational motivation, and individual attention.

### ***Organizational Commitment***

Robbins and Judge (2013) stated that: organizational commitment is defined as a situation where an employee favors a particular organization and its goals and desires to maintain membership in that organization. According to Allen and Meyer (2016), organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their concern for the organization and its success and sustainable progress. Organizational commitment, according to Luthans in Sutrisno (2018), is defined as follows: (1) a strong desire to fit in with the group; (2) a high willingness to work for the organization; and (3) a particular belief and acceptance of the organization's values and objectives. organization objectives. From the perspectives of these specialists, it can be inferred that organizational commitment is a strong desire to remain in the organization and a sense of loyalty to the work and organization values.

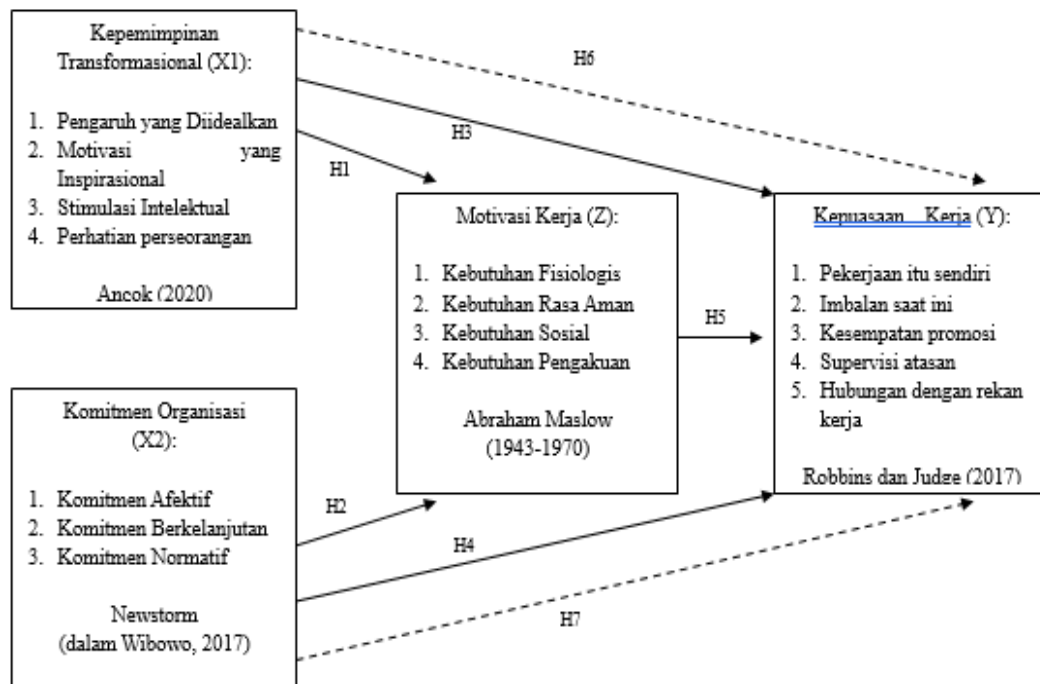


Figure 1. Conceptual Framework

The following theory can be formed in light of the image above:

- H1: Work motivation is significantly improved by transformational leadership
- H2: Work Motivation is significantly positively impacted by organizational commitment.
- H3: Job satisfaction is significantly improved by transformational leadership
- H4: Job satisfaction is significantly positively impacted by organizational commitment.
- H5: Job satisfaction is significantly positively impacted by work motivation.
- H6: Transformational leadership has a major positive impact on job satisfaction through work motivation.
- H7: Organizational commitment positively and significantly affects job satisfaction through work motivation.

## METODOLOGI

Provide a clear and concise version of your method for conducting the research, population and sample, and how the data was analyzed.

The research method used is quantitative. According to Sugiyono (2019, p. 23), the "quantitative approach can be understood as a positivist-based research methodology that is applied to the study of particular populations or samples. In general, sampling techniques are used at random, and research instruments and analysis are used for data collection and analysis. The quantitative and statistical data is used to test pre-established hypotheses.

In this research, there are independent factors, specifically organizational transformational leadership, represented by X1, and commitment, symbolized by A person's or a group's attitudes, opinions, and perceptions regarding social phenomena are measured using the Likert scale (Sugiyono, 2019:167).

The study's population were ASN employees at the East Jakarta City Administration Education Department, totaling 104 employees. Because the population is relatively small, a saturated sample/census technique is used. A saturated/census sample is a sample whose number if enhanced won't result in greater representation, therefore it won't have an impact on the significance of the data gathered and the sampling strategy that includes sampling every member of the population, all of which are taken based on certain aims or objectives (Sugiyono, 2019). So the sample used was 104 employees.

Data analysis uses Structural equation modeling (SEM) using the partial least squares (PLS) approach in combination with instrument testing. Data analysis was carried out after all questionnaires were collected and then tabulated and entered into the Smart PLS software.

## RESULTS

The traits of the respondents can be characterized based on the information gathered from the questionnaire, which includes: work unit, gender, age, position, length of work and highest level of education.

Table 1. Description of Respondent Characteristics

No	Based	Ciri	Amount	Percentage
1	Work unit	Administration Subdivision	16	15.38%
		Sections of Early Childhood Education, Community Education, and Special Education	15	14.42%
		Elementary School Section	18	17.31%
		Middle School and High School Sections	16	15.38%
		Vocational High School, Courses and Training Section	16	15.38%
		Educator and Education Personnel Section	23	22.12%
		2	Age	Man
Women	41			39,4%
3	Position	Head of the District Education Implementation Unit	8	7.69%
		Supervisory Archivist	1	0.96%
		Section Chief	6	5.77%
		Expert Level Technical Staff	22	21.15%
		Skilled Level Technical Staff	21	20.19%
		Expert Level Administrative Staff	1	0.96%

		Skilled Level Administrative Staff	45	43.27%
4	Years of service	1 - 10 Years	37	35.58%
		11 - 20 Years	16	15.38%
		21 - 30 Years	25	24.04%
		21 - 30 Years	26	25.00%
5	Last education	SMA	15	14.42%
		D3	3	2.88%
		S1	78	75%
		S2	8	7.69%

Source: Data processing results SmartPLS, 2023

### *An Assessment of the Outer Model or Measurement Model*

Determining Determining the correlation between latent variables and their measurement model's outer goal is indicators. (Ghozali, 2016). This outer model is carried out by testing validity and reliability.

There are two steps to validity testing: Convergent validity (1) to determine that each construct of an observed variable can be used to measure an unobserved variable using confirmatory factor analysis (CFA) and (2) discriminant validity to determine whether the construct has adequate discriminants or not. If an indicator's loading factor value is greater than 0.7, it is regarded as having a high level of validity. (Ghozali & Latan, 2015). The convergent validity test yielded the following results:

Tabel 2. Confirmatory Factor Analysis (CFA)

	Transformational Leadership (X1)	Organizational Commitment (X2)	Work Motivation (Z)	Work Satisfaction (Y)	Information
X1.1.1	0.869				Valid
X1.1.2	0.930				Valid
X1.1.3	0.916				Valid
X1.2.1	0.864				Valid
X1.2.2	0.903				Valid
X1.2.3	0.893				Valid
X1.2.4	0.875				Valid
X1.3.1	0.928				Valid
X1.3.2	0.875				Valid
X1.3.3	0.899				Valid
X1.4.1	0.895				Valid
X1.4.2	0.908				Valid
X2.1.1		0.929			Valid
X2.1.2		0.917			Valid

	Transformational Leadership (X1)	Organizational Commitment (X2)	Work Motivation (Z)	Work Satisfaction (Y)	Information
X2.2.1		0.906			Valid
X2.2.2		0.904			Valid
X2.3.1		0.933			Valid
X2.3.2		0.921			Valid
Z.1.1			0.929		Valid
Z.1.2			0.933		Valid
Z.2.1			0.919		Valid
Z.2.2			0.901		Valid
Z.3.1			0.924		Valid
Z.3.2			0.920		Valid
Z.4.1			0.883		Valid
Z.4.2			0.873		Valid
Z.4.3			0.813		Valid
Z.5.1			0.895		Valid
Z.5.2			0.914		Valid
Z.5.3			0.897		Valid
Y.1.1				0.938	Valid
Y.1.2				0.940	Valid
Y.2.1				0.929	Valid
Y.2.2				0.938	Valid
Y.3.1				0.918	Valid
Y.3.2				0.923	Valid
Y.4.1				0.881	Valid
Y.4.2				0.894	Valid
Y.5.1				0.914	Valid
Y.5.2				0.919	Valid

Source: Data processing results SmartPLS, 2023

Table 2 above suggests that the model satisfies the overall loading factor-based because the loading factor value is greater than 0.7, convergent validity requirements are met.

Next, the second stage of convergent validity testing will be conducted using Extracting the Average Variance (AVE). The value of AVE indicates that the model has good convergent validity. A variable can only be considered valid if its AVE criteria is greater than 0.50 (Haryono, 2017:375).

Table 3. Average Variance Extracted (AVE)

Variable/ Indikator	Average Variance Extracted (AVE)	Cutt-off	Information
X1	0.642	0.500	Valid
X1.1	0.820		Valid
X1.2	0.782		Valid
X1.3	0.812		Valid
X1.4	0.813		Valid
X2	0.683		Valid
X2.1	0.852		Valid
X2.2	0.819		Valid
X2.3	0.860		Valid
Z	0.611		Valid
Z.1	0.867		Valid
Z.2	0.828		Valid
Z.3	0.849		Valid
Z.4	0.734		Valid
Z.5	0.814		Valid
Y	0.672		Valid
Y.1	0.882		Valid
Y.2	0.871		Valid
Y.3	0.847		Valid
Y.4	0.788		Valid
Y.5	0.839		Valid

Source: Data processing results SmartPLS, 2023

In light of Table 3, Evidently, each AVE value is greater than 0.5, indicating that every latent variable in the estimated model satisfies the requirements for valid convergent validity.

Discriminant validity is helpful in determining whether or not a construct has sufficient discriminants. Henseler and Sarstedt (2015) simulated to compare the three discriminant validity evaluation methods and showed that HTMT had a higher level of sensitivity in detecting discriminant validity compared to the Fornell-Lacker Criterion and Cross Loadings methods. A multitrait-multimethod matrix serves as the foundation for measurement in this approach. To guarantee discriminant The HTMT value needs to be less than 0.9 in order for the two reflective constructs to have validity.

Tabel 4. Hasil HTMT

	Transformational Leadership (X1)	Transformational Leadership (X1)	Work Motivation (Z)	Work Satisfaction (Y)
Transformational Leadership (X1)				
Organizational Commitment (X2)	0.769			
Work Motivation (Z)	0.825	0.786		
Job Satisfaction (Y)	0.822	0.807	0.811	

Source: Data processing results SmartPLS, 2023

Based on Table 4, the HTMT value for the variable pair is less than 0.90. This shows that the discriminant validity of the variable is good.

Testing for reliability is done to gauge a questionnaire that serves as a construct or variable indicator. Examine There are two approaches to assess a construct's reliability using reflexive items: first, by Composite Reliability and Cronbach's Alpha. For confirmatory research, the Composite Reliability value must be greater than 0.7, and for exploratory research, a value between 0.6 and 0.7 is still acceptable. This is the general guideline used to evaluate construct reliability. (Ghozali & Latan, 2015).

Tabel 5. Composite Reliability dan Cronbach's Alpha

Variables/Indicators	Cronbach's Alpha	rho_A	Composite Reliability	Cutt-off	Information
Transformational Leadership (X1)	0.949	0.949	0.955		Reliabel
X1.1	0.890	0.896	0.932		Reliabel
X1.2	0.907	0.907	0.935		Reliabel
X1.3	0.884	0.884	0.928		Reliabel
X1.4	0.769	0.772	0.897		Reliabel
Organizational Commitment (X2)	0.907	0.908	0.928	0.700	Reliabel
X2.1	0.827	0.830	0.920		Reliabel
X2.2	0.779	0.779	0.901		Reliabel
X2.3	0.837	0.841	0.925		Reliabel
Work Motivation (Z)	0.931	0.933	0.941		Reliable
Z.1	0.819	0.820	0.917		Reliable

Z.2	0.768	0.774	0.896	Reliable
Z.3	0.806	0.806	0.912	Reliable
Z.4	0.794	0.798	0.880	Reliable
Z.5	0.871	0.871	0.921	Reliable
Job Satisfaction (Y)	0.941	0.942	0.950	Reliable
Y.1	0.857	0.857	0.933	Reliable
Y.2	0.844	0.846	0.927	Reliable
Y.3	0.808	0.808	0.912	Reliable
Y.4	0.715	0.717	0.875	Reliable
Y.5	0.795	0.795	0.907	Reliable

Source: Data processing results SmartPLS, 2023

Based on Table 5, it is known that the Composite Reliability and Cronbach's Alpha values of all latent variables are above 0.70. This demonstrates how highly stable and consistent the instruments are that are being used. To put it another way, every construct or variable in this study has evolved into a useful measuring tool, and every question used to gauge each construct has a high level of reliability.

#### *Structural Model Testing (Inner Model)*

The objective of the structural model is to forecast how latent constructs relate to one another during the evaluation phase. The outcome of testing the structural model can be used to determine whether the relationship established during the development of the hypothesis is supported by the empirical data in the study. Examination the Determinant Coefficient R Square is calculated using the inner model or structural model. ( $R^2$ ), Effect size ( $f^2$ ), Q2, GoF, and evaluate the relationship between the variables (Hypothesis Test).

The Coefficient of Determination / R Square ( $R^2$ ) test is utilized to calculate the proportion of endogenous construct variability that exogenous construct variability can account for. The provisions for the  $R^2$  value according to Chin (1998) in Ghazali (2015) are separated into three groups: weak (0.19), moderate (0.33), and strong (0.67).

Table 6. R Square Value Results

Variable	R Square	R Square Adjusted	Information
Job Satisfaction (Y)	0.707	0.698	Strong
Motivation (Z)	0.666	0.660	Moderate

Source: Data processing results SmartPLS, 2023

Based on the R Square test results in Table 6, it is known that:

1. The  $R^2$  value of the job satisfaction variable (Y) is 0.698. These results explain that 69.8% of job satisfaction is affected by organizational commitment, work

motivation, and transformational leadership; other factors affect the remaining 30.2%. not observed in this research.

2. The work motivation R2 value (Z) is 0.660. These results explain that 66% of work motivation is affected by organizational commitment and transformational leadership, whereas 34% is affected by additional factors not included in this study.

The f2 test is employed to determine the degree to which the exogenous latent variable influences the endogenous latent variable. If the value of f2 as a result  $\geq 0.02$  shows a low effect size, if the effect size is medium and the resultant value of f2  $\geq 0.15$ , if the resultant value of f2  $\geq 0.35$  shows a large effect size. (Ghozali and Latan, 2015:81).

Tabel 7. Hasil Nilai F Square

Variable	Job Satisfaction (Y)	Work Motivation (Z)
Transformational Leadership (X1)	0.149	0.421
Organizational Commitment (X2)	0.127	0.176
Work Motivation (Z)	0.085	

Source: Data processing results SmartPLS, 2023

Based on Table 7, It is established that: (1) The transformational leadership variable's f2 value on work motivation is 0.421. so the influence is relatively large, (2) the f2 value for the transformational leadership variable on job satisfaction is 0.149, so the influence is relatively low, (3) The f2 the Organizational Commitment variable's value on Work Motivation is 0.176, so the influence is classified as moderate, (4) the f2 The job satisfaction variable's organizational commitment value is 0.127, therefore the influence is classified as low, and (5) The f2 value for the Job Motivation variable on Job Satisfaction of 0.085, then the influence is relatively low.

Q2 goes by Stone-Geisser as well. If the value is greater than zero, this test is run to demonstrate the model's predictive power. The following formula is used to get this value: (Hussein, 2015:25). If  $Q2 > 0$  indicates that the model has predictive relevance and if the  $Q2$  value  $< 0$  indicates that the model lacks predictive relevance (Ghozali and Latan, 2015: 81).

$$\begin{aligned}
 Q^2 &= 1 - (1-R^2_1) (1-R^2_2) \dots \dots \dots (1) \\
 Q^2 &= 1 - (1-0,698) (1-0,660) \\
 Q^2 &= 1 - (0,302) (0,340) \\
 Q^2 &= 1 - 0,1027 \\
 Q^2 &= 0,8973
 \end{aligned}$$

The Q2 calculation result of 0.8973 shows that the predictive relevance value for the structural model in this research means that the model can explain phenomena related to the variables studied. Therefore, One could argue that the

model is effective or that it has a predictive value that can be used and is good for hypothesis testing.

The GoF, or Goodness of Fit Index, is utilized to verify the joint performance of the structural model (inner model) and measurement model (outer model). By concentrating on forecasting the overall performance of the model, which can be computed using the following formula, the GoF assessment seeks to evaluate the performance of the PLS model in both the measurement stage and the structural model: (Hussein, 2015: 25; Tetenhaus, 2004). The requirements are as follows: a GoF small value of 0.10, a GoF medium value of 0.25, and a GoF large value of 0.36. (Ghozali and Latan, 2015:83).

$$\text{GoF} = \sqrt{\text{AVE} \times \text{R}^2} \dots \dots \dots (2)$$

$$\text{GoF} = \sqrt{0,672 \times 0,698}$$

$$\text{GoF} = \sqrt{0,469}$$

$$\text{GoF} = 0,685$$

Based on the GoF calculation's result, which is 0.685 is obtained. So In summary, the overall performance of the structural model (inner model) and the measurement model (outer model) combined can be said to have a large scale.

Hypothesis testing is used to test whether there is an influence of exogenous variables on endogenous variables. The test criteria state that if the T-statistics value is  $\geq$  T-table (1.96) or the P-value is  $<$  significant alpha 5% or 0.05, then it is stated that there is a significant influence of exogenous variables on endogenous variables (Haryono, 2017).

Table 8. Hypothesis Test Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Information
<b>Pengaruh Langsung</b>						
X1 -> Z	0,534	0,541	0,098	5,443	0,000	Significant Positive Influence
X2 -> Z	0,345	0,338	0,111	3,113	0,002	Significant Positive Influence
X1 -> Y	0,354	0,376	0,110	3,220	0,001	Significant Positive Influence
X2 -> Y	0,298	0,284	0,118	2,511	0,012	Significant Positive Influence
Z -> Y	0,273	0,264	0,105	2,588	0,010	Significant Positive Influence
<b>Indirect Influence</b>						

X1 -> Z -> Y	0,146	0,144	0,067	2,168	0,031	Significant Positive Influence
X2 -> Z -> Y	0,094	0,087	0,045	2,102	0,036	Significant Positive Influence

Source: Data processing results SmartPLS, 2023

Based on Table 8, the test results demonstrate that the transformational leadership variable on work motivation has an initial sample value of 0.534, indicating that the association's direction transformational leadership and work motivation is positive. Meanwhile, The P value is  $0.000 < 0.05$  and the t statistics value is 5.443 ( $> 1.96$ ), indicating that transformational leadership has a significant effect on work motivation. Thus, hypothesis H1 in this study states that "transformational leadership has a positive and significant effect on work motivation." H1 is accepted.

Based on Table 8, the test results demonstrate that the variable organizational commitment to work motivation has an original sample value of 0.345, indicating a positive relationship in the direction of work motivation and organizational commitment. In the meantime, the P value is  $0.002 < 0.05$  and the t statistics value is 3.113 ( $> 1.96$ ) indicating a significant relationship between organizational commitment and work motivation. Thus, hypothesis H2 in this research states that "organizational commitment has a positive and significant effect on work motivation" H2 is accepted.

Based on Table 8, the test results indicate that the original sample value of the transformational leadership variable on job satisfaction was 0.354, indicating a positive direction of connection between work satisfaction and transformational leadership. Meanwhile, the t statistics value is and the P value is  $0.001 < 0.05$ . 3.220 ( $> 1.96$ ), indicating that transformational leadership has a significant effect on job satisfaction. Thus, hypothesis H3 in this study which states that "transformational leadership has a positive and significant effect on job satisfaction" H3 is accepted.

Table 8's test results demonstrate that the variable The initial sample value of the job satisfaction and organizational commitment relationship was 0.298, indicating that the relationship's direction is positive. Meanwhile, the t statistics value is 2.511 ( $> 1.96$ ) and the P value is  $0.012 < 0.05$ , meaning that organizational commitment has a significant effect regarding contentment at work. Consequently, this study's hypothesis H4 asserts that "job satisfaction is positively and noticeably impacted by organizational commitment. H4 is accepted.

According to Table 8's test results, the work motivation variable had an initial sample value of 0.273 on job satisfaction, suggesting that the relationship between the two variables is positive. Meanwhile, the t statistics value is 2.588 ( $> 1.96$ ) and the P value is  $0.010 < 0.05$ , meaning that work motivation has a significant effect regarding contentment at work. Therefore, "work motivation has a positive and significant effect on job satisfaction" is the assertion made in hypothesis H5 of this study. H5 is accepted.

Based on Table 8, the test results demonstrate that the transformational leadership variable on job satisfaction through work motivation has an original sample value of 0.146, indicating a positive relationship between the two variables through work motivation is positive. Meanwhile, the t statistics value is 2.168 ( $> 1.96$ ) and the P value is 0.031  $< 0.05$ , indicating a significant impact of transformational leadership on work satisfaction through work motivation. Thus, hypothesis H6 in this study which states that "transformational leadership has a positive and significant effect on job satisfaction through work motivation" H6 is accepted.

Based on Table 8, the test results demonstrate that the variable organizational commitment the direction of the relationship between organizational commitment to job satisfaction through work motivation is positive. The original sample value for this relationship was 0.094. By contrast, the P value is 0.036  $< 0.05$  and the t statistics value is 2.102 ( $> 1.96$ ), indicating that organizational commitment significantly affects job satisfaction. through work motivation. Thus, hypothesis H7 in this study which states that "organizational commitment has a positive and significant effect on job satisfaction via motivation at work" H7 is approved.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussions that have been carried out, it can be concluded as follows:

1. Transformational leadership has a noteworthy and favorable impact on the work motivation of ASN employees of the East Jakarta City Education Department. This can be understood to mean that the more effectively a leader applies transformational leadership, the more ASN work motivation will increase. employees of the East Jakarta City Administration Education Department.
2. ASN employees' work motivation is positively and significantly impacted by organizational commitment. East Jakarta City Administration Education Department. This can be interpreted as saying that ASN employees of the East Jakarta City Education Department who have a high level of Those who are committed to the organization are typically more driven to fulfill their obligations.
3. The East Jakarta City Administration Education Department's ASN workers report higher as a result, levels of job satisfaction of transformational leadership. This could be taken to mean that ASN staff members in the East Jakarta City Administration Education Sub-dept are happier in their jobs the more effectively the leader applies transformational leadership.
4. ASN employees' Positive and substantial effects on job satisfaction are caused by organizational commitment. East Jakarta City Administration Education Department. This can be interpreted that high organizational commitment can increase job satisfaction for ASN employees of the Department of Education, East Jakarta City Administration.

5. Work has a positive and significant impact on job satisfaction. motivation at the East Jakarta City Administration Education Sub-dept. This can be interpreted as saying that ASN employees employees who are highly motivated at work tend to have higher job satisfaction in the East Jakarta City Administration Education Department.
6. The work motivation of ASN employees in the East Jakarta City Administration Education Department has a positive and significant impact on job satisfaction. This suggests that the more transformational leadership is applied in the East Jakarta City Administration Education Sub-department, the better work motivation of employees in carrying out their main tasks and functions well, and if the main tasks and functions have been achieved it can improve workers' contentment at work with the work they have done. Well done.
7. Because ASN employees are motivated to work hard, Job satisfaction is positively and significantly impacted by organizational commitment. East Jakarta City Administration Education Department. This can be interpreted as saying that ASN employees of the East Jakarta City Administration Education Department who have high organizational commitment will foster motivation to achieve a goal, and if the goal is achieved it can increase job satisfaction for the employee.

Suggestions that can be given from the findings of this study are:

1. The research findings indicate that the dimensions and indicators with the least amount of influence on the job satisfaction variable are the current rewards in terms of the basic salary received. So the advice that can be given is for the leadership to carry out a job evaluation for each employee. Job Evaluation aims to calculate a position's relative value, which is the formal, methodical comparison of positions to ascertain the worth of one over another and, in the end, generate a pay scale. In the capacity of the East Jakarta City Administration Education Department, the leadership can propose employee transfers according to performance assessments. This aims to classify employees. Employees who perform well will occupy positions with quite large incomes and vice versa. By classifying employees according to work assessments, employees are expected to always be consistent in doing their work well and receive a salary according to what they do so that it can create a feeling of job satisfaction for each employee.
2. The research findings indicate that the dimensions and indicators with the least amount of influence on the work motivation variable are the dimensions of self-actualization needs (Self-Actualization Needs) on the indicators of opportunities to develop abilities. So the advice that can be given is that leaders can provide opportunities for all employees to take part in training and competency development at the DKI Jakarta Human Resources Development Agency (BPSDM). Even with quite a lot of work conditions, this training and competency development aims to develop the technical skills and functional knowledge necessary to carry out tasks and responsibilities more effectively, reducing the error rate through training

focused on a better understanding of work procedures. and improving technical skills, increasing employee productivity by helping them overcome obstacles and increasing efficiency in carrying out daily tasks as well as capital to advance their future careers. Training and competency development is carried out by employees in turn, so as not to disrupt the work cycle.

3. From the research results, it is known that the dimensions and indicators with The Individualized Consideration dimension has the least influence on indicators of transformational leadership. special attention to developing followers in achieving good performance. So the advice that can be given to the East Jakarta City Administration Education Department is that the Education Department requires all echelons 3 and 4 to take Leadership Training (Diklatpim) to offer perception, understanding, proficiency, abilities, dispositions, and conduct in the area of apparatus leadership in order to fulfill the demands Capability to lead in specific structural position levels. Perka LAN Number 25 of 2015 Article 1 Paragraph 5 concerning the process of organizing teaching and learning to achieve leadership competency requirements for government officials by structural position levels.
4. The research findings indicate that the dimensions and indicators with the least amount of influence on the organizational commitment variable are the normative commitment dimensions on the indicator of feeling responsible for working well. So the advice that can be given to the East Jakarta City Administration Education Sub-department is to evaluate employee performance and behavior periodically over a semester (6 months) in the form of internal Employee Performance Targets (SKP). Based on Ministerial Regulation PAN & RB No.6 of 2022 concerning Management of State Civil Servant Employee Performance, Employee Performance Targets (SKP) are performance expectations that will be achieved by employees every year. Performance expectations themselves are expectations for the results and work behavior of an employee. The SKP was created to ensure the objectivity of civil servant development which is carried out based on a work performance system. This SKP contains various clear targets and values for each employee's main tasks. Employee motivation and enthusiasm in completing their work increases because of various work assessments that have standards at the start and guarantee objectivity from superiors and if they do not achieve targets in carrying out their duties, employees will lose part of their performance allowance. To maintain loyalty and responsibility as a form of implementing normative commitments, an objective assessment is needed from the organizational leadership of the East Jakarta City Administration Education Sub-dept regarding the implementation of Employee Work Targets (SKP), both employee performance and behavior.

## **FURTHER STUDY**

1. This research was conducted quantitatively with research variables limited to transformational leadership, dedication to the organization, motivation at work, and job satisfaction. It is recommended that further research, besides being carried out quantitatively, also be carried out qualitatively by taking other variables or themes that are currently starting to develop in human resource development, such as human capital, organizational citizenship behavior, talent management, and so on.
2. The study's purview is restricted to ASN employees of the East Jakarta City Education Department, which is one of 31 Regional Work Units (UKPD) in the DKI Jakarta Provincial Education Service. It is recommended that further research be carried out in a wider scope, in this case, the DKI Jakarta Provincial Education Service so that more comprehensive research can be carried out and later suggestions and input will be given to the organization as consideration for the future progress of the DKI Jakarta Provincial Education Service.

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