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THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON JOB SATISFACTION MODERATED BY THE USE OF TECHNOLOGY AMONG EMPLOYEES OF THE KARO DISTRICT AGRICULTURAL SERVICE

Nurfadillah Br Tarigan [1] *, Winda Ardiani [2] , Arasy Ayu Setiamy Daulay[4]
[1,2,3] Universitas Harapan Medan , Indonesia

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Abstract

This study aims to determine the effect of Transformational Leadership on Employee Job Satisfaction with Technology Moderation at the Karo Regency Agriculture Office. Transformational leadership is considered an important factor that can increase job satisfaction through the attention and motivation given to employees. In addition, technology also plays a role in making employees' work easier, but on the other hand, it can make work less challenging. The research method used is descriptive quantitative with data collection through questionnaires distributed to all staff and honorary employees at the Karo Regency Agriculture Office. A total of 81 respondents participated in this study. The data obtained were then analyzed using data quality tests and hypothesis tests. The results of the study indicate that transformational leadership has a positive and significant effect on employee job satisfaction. In addition, transformational leadership and the use of technology together also have a positive and significant effect on employee job satisfaction. Technology moderates the effect of transformational leadership on job satisfaction, where good use of technology can strengthen the relationship between transformational leadership and job satisfaction. Therefore, it can be concluded that transformational leadership and technology have an important role in increasing employee job satisfaction at the Karo Regency Agriculture Office. Effective implementation of transformational leadership and appropriate use of technology can increase employee job satisfaction and ultimately support organizational success.

Keywords: Transformational Leadership , Job Satisfaction, Karo Regency Agriculture Service Employees

1. INTRODUCTION

In today's era of globalization, accompanied by rapid technological advancements, the role of human resources in determining a company's success cannot be ignored. Human resources (HR) are the source of a company's competitive advantage. This is described as the ability of HR that can help a company achieve a competitive advantage through human resource management practices. HR is also one of the resources that most determines a company's success or failure. This is because HR is an independent factor of production, while other production factors (non-human) are dependent factors.

Kreitner and Kinicki (2014: 169) explain that job satisfaction is an affective or emotional response to various aspects of one's work. This definition indirectly states that job satisfaction is a state in which a person can feel quite satisfied with one aspect of their work and feel dissatisfied with one or more other aspects. George and Jones (2012: 71) job satisfaction is a collection of feelings and beliefs a person has about their work where the level of satisfaction can change from high satisfaction to high dissatisfaction.

In a study entitled *Transformational Leadership Style and Its Relationship with Satisfaction* conducted by Nawaz et al (2010), it is explained that transformational leadership style influences job satisfaction. Transformational leadership is a type of leadership that guides or motivates their followers in the direction of established goals by clarifying roles and task demands. This type of leader provides individualized consideration and intellectual stimulation, and has charisma. Transformational leaders pay attention to the concerns and development needs of individual followers; they change followers' awareness of issues by helping them view problems in new ways, and they are able to excite, arouse, and inspire followers to put in extra effort to achieve group goals. (Rivai, 2014). Factors that can be considered in increasing employee job satisfaction include the existence of good technology. According to Idris (2013), technology in an organization is not only about equipment, but also about work methods. Technology in principle aims to facilitate human work, including

employees. Employees in carrying out their work will not be separated from the use of technology. The sophistication of technology in today's era, on the one hand, will increase the speed and accuracy of work, but on the other hand, it can make a job less challenging. Less challenging work will reduce the level of job satisfaction. Moreover, employees will assume that their work success will depend heavily on the use of technology. According to Aslizadeh and Ahmad (2014), information technology can be said to be a process for exchanging data and messages without the constraints of space and time that often limit a person's freedom of movement. Information technology is a tool that includes hardware, information theory, data networks, *workstations* , and robotics or intelligence resulting from human thought through robotic media. Components in information technology are used in order to carry out and complete activities practically and easily.

Karo Regency Agriculture Service Is the office of the Karo Regency Agriculture Service, North Sumatra Province. This Agriculture Service functions to organize the authority and assistance tasks in the agricultural sector of Karo Regency, North Sumatra. In addition, the agriculture service also has several other duties and functions such as agricultural extension, formulating agricultural policies, deciding on food policies, agricultural administration, technical guidance to agricultural parties, ensuring the availability of agricultural fertilizers, to the distribution of agricultural support tools and machinery. During interviews with employees, the Head of the Karo Regency Agriculture Service has implemented and used a transformational leadership style by entrusting organizational goals to his subordinates.

Based on the researcher's observations and interviews with employees of the Karo Regency Agriculture Service, there are employees who are not present at work on time, there are also employees who go home early before the specified home time, leave during working hours, there are even employees who are not present at work on weekdays and there are also some employees who feel that the agency does not pay attention to the results of their work, which causes frustration. Even though the top leadership has given attention and monitoring to its employees. Even though the top leadership has provided technology that can make it easier for employees to complete their work, there are still employees who lack discipline. Even though there are rules that have been set in the form of sanctions and warning letters to employees who violate the rules that have been set at the Karo Regency Agriculture Service office.

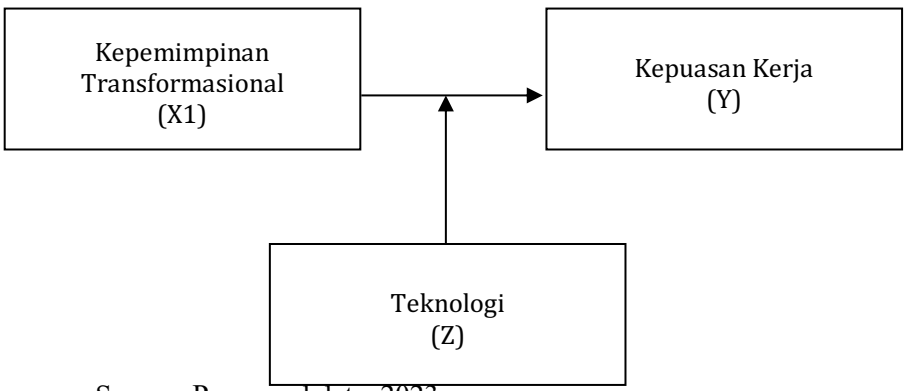
The formulation of the problem in this research is as follows:

1. Does transformational leadership influence employee job satisfaction at the Karo Regency Agriculture Service?
2. Do transformational leadership and the use of technology influence employee job satisfaction at the Karo Regency Agriculture Service?
3. Does transformational leadership influence job satisfaction moderated by employee technology at the Karo Regency Agriculture Service?

Based on the problem formulation above, the research objectives are as follows:

1. To find out whether transformational leadership has an effect on job satisfaction.
2. To find out whether transformational leadership and the use of technology have an effect on job satisfaction.
3. To find out whether transformational leadership has an effect on job satisfaction moderated by technology.

Based on the background, problem formulation, research objectives and theoretical basis that have been stated above, this researcher created a conceptual framework as shown in the image below:



Source: Processed data, 2023

Figure 1. Conceptual Framework

2. METHOD

The research used is a research with a method that has been identified by the researcher in the process of observing and collecting data and information. This research is a quantitative descriptive research. This research was conducted at Jl. Veteran No.24, Lau Cimba, Kec. Kabanjahe, Karo Regency, North Sumatra 22111, the research was conducted from June until completion. The population of the Karo Regency agricultural service employees was 102 people consisting of 29 civil servant employees and 73 non-civil servant employees. The selection of employees as samples (respondents) in this study used the Purposive Sampling Technique, namely the technique of determining samples with certain considerations, Sugiyono (2107:85). Certain considerations are intended in selecting respondents who have certain characteristics, namely civil servant and non-civil servant employees of the Karo Regency agricultural service. Determination of the number of samples used in this study was determined using the Slovin formula. Based on the existing population of 102 people, where the entire population is representative and is considered by the researcher to have criteria that match the employees used by the researcher with a 5% error rate, the number of samples determined is 81 people. The types of data used in this study are primary and secondary data. The data collection method in my research is distributing questionnaires. This study uses the independent variable Transformational Leadership (X1), the dependent variable Job Satisfaction (Y), the moderating variable Technology (Z). The data analysis techniques used are multiple linear regression analysis and moderated regression analysis. In addition, there are also tests such as data quality tests, classical assumption tests (normality tests, multicollinearity tests, heteroscedasticity tests), and hypothesis tests using SPSS.

Table 1. Operational Definition of Variables

Variables	Definition	Indicator
Transformational Leadership (X1)	The leader's efforts to make the organization effective by integrating and motivating employees at the Karo Regency Agriculture Service.	1. Charisma 2. Inspirational Motivation 3. Intellectual stimulation 4. Individual attention According to Indra Kharis (2015)
Job satisfaction (Y)	Employees' feelings and assessments, pleasant emotional attitudes and love of work at the Karo Regency Agriculture Service.	1. Enjoy his work 2. Love his job 3. Work morale 4. Discipline 5. Work performance According to (Hasibuan, 2014):
Technology (Z)	Tools used by employees to complete their tasks, in the context of information systems, related technologies (computer devices, printers & scanners, fingerprint attendance machines.) As well as the availability of technological tools in the field (tractors and hand tractors, corn husking machines, power threshers, and rice mills) at the Karo Regency Agriculture Service.	1. Easy to learn 2. Controlled 3. Clear and understandable 4. Flexible 5. Become Skilled 6.Easy to use According to Davis (1986) in Jogiyanto (2007)

Source: Processed data (2023)

3. RESULTS AND DISCUSSION

RESULTS

Description of Respondent Characteristics

Table 2. Respondent Characteristics

Respondent Characteristics	Category	Amount	Percentage
By Gender	Man	39	48.1%
	Woman	42	51.9%

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By Age	19-25 Years	2	2.5%
	26-30 Years	3	3.7%
	> 30 Years	76	93.8%
Based on Length of Service	1-5 Years	7	8.6%
	6-10 Years	5	6.2%
	>10 Years	69	85.2&
By Position	Head of Sub-Section	3	3.7%
	Head of Division	4	4.9%
	Section Chief	7	8.6%
	Civil Servant Staff/ASN	67	82.7%

Source: Processed data (2024)

Based on Table 2. Characteristics based on gender show that there are men, with a total of 39 employees or 48.1% while women with a total of 42 employees or 51.9%. With this it can be said that the data above is heterogeneous. Characteristics based on age in the age range of 19-25 years as many as 2 employees or 2.5%, the age range of 26 - 30 years as many as 3.7% and the age range above 30 years as many as 76 employees or 93.8%. Meanwhile, the characteristics of respondents seen from the length of work, at 1 - 5 years as many as 7 respondents with a percentage of 8.6%, then 6 - 10 years as many as 5 respondents with a percentage of 6.2%, and those who worked over 10 years have a dominant number, namely 69 respondents with a percentage of 85.2%. Characteristics based on position, namely in the position of Head of Sub-Section there were 3 respondents with a percentage of 3.7%, while in the position of Head of Field there were 4 respondents with a percentage of 4.9%, then the position of Head of Section there were 7 respondents with a percentage of 8.6% and the most was the position of Staff Employees as many as 66 people or 81.5% Based on the respondent characteristics data, it can be seen that the respondents who were sampled in this study were heterogeneous both when viewed from the aspects of gender, age, length of service and position. This will have an impact on employee performance as well as differences in respondents' understanding of the questionnaire material given by the researcher. Thus, it will also affect the results of data analysis.

Validity and Reliability Test Results

Table 3. Validity Test Results

Variables	Item	r-count		r-table	Information
Transformational Leadership (X1)	X.1	0.858	>	0.2185	Valid
	X.2	0.779	>	0.2185	Valid
	X.3	0.693	>	0.2185	Valid
	X.4	0.761	>	0.2185	Valid
Job Satisfaction (Y)	Y.1	0.664	>	0.2185	Valid
	Y.2	0.658	>	0.2185	Valid
	Y.3	0.658	>	0.2185	Valid
	Y.4	0.701	>	0.2185	Valid
	Y.5	0.731	>	0.2185	Valid
Use of Technology (Z)	Z.1	0.466	>	0.2185	Valid
	Z.2	0.623	>	0.2185	Valid
	Z.3	0.698	>	0.2185	Valid
	Z.4	0.583	>	0.2185	Valid
	Z.5	0.641	>	0.2185	Valid
	Z.6	0.675	>	0.2185	Valid

Source: Processed data (2024)

Based on Table 3, it shows that the results of the comparison between r-calculation which is the correlation coefficient and r-constancy show that all statement items can be said to be valid and it can be concluded that each statement item in the questionnaire has contract validity or is called internal consistency, meaning that the variable

is able to measure the aspect that is to be measured.

Table 4. Reliability Test Results

Variables	*Cronbach's Alpha*	Information
Transformational Leadership	0.776	Reliable
Job satisfaction	0.716	Reliable
Use of Technology	0.638	Reliable

Source: Processed data (2024)

Based on Table 4, it can be concluded that all statements related to the independent variable (transformational leadership), the dependent variable (job satisfaction), and the moderating variable (technology use) in the questionnaire are considered reliable. This can be seen from the Cronbach's Alpha values of 0.776, 0.716, and 0.638, respectively, which are all greater than 0.60. In other words, all statements in this study have a good level of reliability and can be used in the analysis.

Normality Test Results

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		81
Normal Parameters [a,b]	*Mean*	.0000000
	Standard Deviation	1.97079492
Most Extreme Differences	*Absolute*	.172
	Positive	.094
	Negative	-.172
Test Statistics		.172
Asymp . Sig . (2- tailed)		.300 [c]

a. *Test distribution is Normal* .
b. *Calculated from data* .
c. *Lilliefors Significance Correction* .

Primary data processed by SPSS 25

Based on Table 5, the significance value of 0.300 is greater than 0.05, indicating that the data for the three tested variables are normally distributed. Based on this analysis, the study can proceed to the next test.

Multicollinearity Test Results

Table 6. Multicollinearity Test Results

Coefficients [a]

Model		*Collinearity Statistics*	
		Tolerance	VIF
1	Transformational Leadership	.934	1,071
	Use of Technology	.934	1,071

a. *Dependent Variable* : Job Satisfaction

Source: Data processed by SPSS 25

Based on Table 6, the transformational leadership variable (X) shows that the tolerance value is 0.934 which is greater than 0.01 and the VIF value is 1.071 which is less than 10, so the data does not show symptoms of multicollinearity. In the Technology Use variable (Z), it shows that the tolerance value is 0.934 which is greater than 0.01 and the VIF value is 1.071 which is less than 10, so the data does not show symptoms of multicollinearity, so it can be concluded that the data from each variable tested does not show symptoms of multicollinearity.

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Heteroscedasticity Test Results

Table 7. Heteroscedasticity Test Results

Coefficients [a]

Model		*Unstandardized Coefficients* B	*Std. Error*	*Standardized Coefficients Beta*	T	*Sig .*
1	(*Constant*)	5,434	1,853		2,932	.004
	Transformational Leadership	-.237	.086	-.307	-2,757	.077
	Use of Technology	-.014	.074	-.022	-.196	.845

a. *Dependent Variable: Abs_Res*

Source: Primary data processed by SPSS 25

Based on Table 7 , the transformational leadership variable (X) shows a significance value of 0.077, which is greater than 0.05, indicating that the data does not show heteroscedasticity. The Technology Use variable (Z) shows a significance value of 0.845, which is greater than 0.05, indicating that the data does not show heteroscedasticity. Therefore, it can be concluded that the data from each tested variable does not show symptoms of heteroscedasticity.

Multiple Linear Regression Test Results

Table 8. Multiple Linear Regression Test Results

Coefficients [a]

Model		*Unstandardized Coefficients* B	*Std . Error*	*Standardized Coefficients* Beta	T	*Sig .*
1	(*Constant*)	6,472	2,757		2,348	.021
	Transformational Leadership	.446	.128	.360	3,493	.001
	Use of Technology	.248	.110	.233	2,259	.027

a. *Dependent Variable* : Job Satisfaction

Source: Primary data processed by SPSS 2025

$$\mathbf{Y = \alpha + \beta 1\ X + \beta 2\ M + e}$$

$$\mathbf{6.473 = \alpha + 0.446 + 0.248 + e}$$

1. The constant of 6.473 states that if the transformational leadership competency variable and the use of technology increases by 1 percent, then the banking job satisfaction variable is 6.473.
2. The transformational leadership regression coefficient has a value of 0.446 and is positive, this shows that if the transformational leadership variable increases by one unit, then job satisfaction will increase by 0.446 units or 44.6% and the better the transformational leadership provided by the leadership of the Karo Regency Agriculture Service , the higher the job satisfaction.
3. The regression coefficient of technology use has a value of 0.248 and is positive, this shows that if the variable of technology use increases by one unit, then job satisfaction will increase by 0.248 units or 24.8% and the better the use of technology provided by employees of the Karo Regency Agriculture Service , the higher the job satisfaction.

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Moderated Regression Analysis (MRA) Test Results

Table 9. Results of Moderated Regression Analysis (MRA)

Coefficients [a]

Model		*Unstandardized Coefficients* B	Std. Error	*Standardized Coefficients* Beta	T	*Sig .*
1	(*Constant*)	12,680	1,411		8,988	.000
	Transformational Leadership_Use of Technology	.018	.004	.457	4,572	.000

a. *Dependent Variable* : Job Satisfaction

Source: Primary data processed by SPSS 2025

t-Test Results (Partial)

Table 10. Results of the t-Test (Partial)

Coefficients [a]

Model		*Unstandardized Coefficients* B	*Std . Error*	*Standardized Coefficients* Beta	t	*Sig .*
1	(*Constant*)	6,472	2,757		2,348	.021
	Transformational Leadership	.446	.128	.360	3,493	.001
	Use of Technology	.248	.110	.233	2,259	.027

a. *Dependent Variable* : Job Satisfaction

SPSS 2025 primary data

The provision of the results of the t-table test (partial) if it meets the criteria with a significance level of 0.05 = 5%, shows the t-test beta coefficients value of 0.360 is positive, with a Sig. value of 0.001 ≤ 0.05. The calculated t-value of 3.493 ≥ t-table of 1.664. So it can be concluded that partially the transformational leadership variable has a positive and significant effect on job satisfaction. Thus it can be concluded that H1 is accepted, so the hypothesis that states transformational leadership has an effect on job satisfaction is accepted.

Results of the t-Test (Partial) of the Moderator Variable

Table 11. Results of the t-Test (Partial) of the Moderator Variable

Coefficients [a]

Model		*Unstandardized Coefficients* B	*Std . Error*	*Standardized Coefficients* Beta	T	*Sig .*
1	(*Constant*)	12,680	1,411		8,988	.000
	Transformational Leadership_Use of Technology	.018	.004	.457	4,572	.000

a. *Dependent Variable* : Job Satisfaction

Source: Secondary data processed by SPSS 23 in 2024

Based on Table 11, the provisions of the results of the t-table test (partial) if it meets the criteria with a significance level of 0.05 = 5%, shows the beta coefficients value of the t-test of 0.564 is positive, with a Sig. value of 0.000 ≤ 0.05. The calculated t-value of 4.572 ≥ t-table of 1.664. So it can be concluded that partially the variable of technology use has a positive and significant moderating effect on transformational leadership on job satisfaction. The regression results show that the use of technology is classified as a quasi-moderator, because the transformational leadership variable has a significant effect on the job satisfaction variable.

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F Test Results (Simultaneous)

Table 12. F-Test Results (Simultaneous)

ANOVA [a]

Model		*Sum of Squares*	df	*Mean Square*	F	*Sig .*
1	*Regression*	91,080	2	45,540	11,432	.000 [b]
	Residual	310,723	78	3,984		
	Total	401,802	80			

a. *Dependent Variable* : Job Satisfaction

b. Predictors: (*Constant*), Use of Technology, Transformational Leadership

Source: Secondary data processed by SPSS 23 in 2024

Based on Table 12, it can be seen that the probability value of F count 11.432 > F table 3.11 with a Sig. value of 0.000 < 0.05, that the variables of transformational leadership and the use of technology together have a positive and significant effect on job satisfaction. Thus, it can be concluded that H2 is accepted, so the hypothesis that states that transformational leadership and the use of technology have an effect on job satisfaction is accepted.

R^2 Test Results (Coefficient of Determination)

Table 13. Results of the R2 Test (Coefficient of Determination)

Model Summary

Model	R	R Square	*Adjusted R Square*	*Standard Error of the Estimate*
1	.476 [a]	.227	.207	1.99590

a. *Predictors* : (*Constant*), Use of Technology, Transformational Leadership

Source: Secondary data processed by SPSS 23 in 2024

Based on Table 13, it shows that the coefficient of determination R Square is 0.227 or in other words, the information contained in this study is 22.7% which can be explained by the model, while the remaining 77.3% is explained by other variables that are not yet included in the research model or error. So it can be concluded that the job satisfaction variable of Karo Regency Agriculture Service Employees is 22.7% influenced by transformational leadership and technology use variables, while the remaining 77.3% is influenced by other variables not included in this study such as work culture, employee motivation, work environment and compensation.

Results of the R2 Test (Coefficient of Determination) of the Moderator Variable

Table 14. Results of the R2 Test (Coefficient of Determination) of the Moderator Variable

Model Summary

Model	R	*R Square*	*Adjusted R Square*	*Standard Error of the Estimate*
1	.457 [a]	.209	.199	2.00550

a . *Predictors* : (*Constant*), Transformational Leadership_Use of Technology

Source: Data processed by SPSS 23 in 2024

Table IV.19 shows that the coefficient of determination *R Square* is 0.209, or in other words, 20.9% of the information contained in this study can be explained by the model, while the remaining 78.1% is explained by other variables not yet included in the research model or *errors* . Therefore, it can be concluded that the job satisfaction variable Karo Regency Agriculture Service Employees 20.9% is influenced by transformational leadership variables moderated by the use of technology , while the remaining 78.1% is influenced by other variables not included in this study, such as work culture, employee motivation, work environment and compensation .

DISCUSSION

The Relationship Between Transformational Leadership and Job Satisfaction

The first hypothesis in this study states that transformational leadership influences employee job

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satisfaction. Based on the results of the regression analysis presented in Table 10, the beta coefficients value of the t-test is 0.360, which is positive, with a Sig. value of 0.001 ≤ 0.05. The calculated t-value is 3.493 ≥ t-table of 1.664. Therefore, it can be concluded that the transformational leadership variable has a positive and significant effect on job satisfaction. Thus, the H1 hypothesis which states the relationship between transformational leadership and employee job satisfaction at the Karo Regency Agriculture Service is accepted.

The Relationship Between Transformational Leadership and the Use of Technology on Job Satisfaction

The second hypothesis in this study states that transformational leadership and technology use influence employee job satisfaction. Based on the results of the regression analysis presented in Table IV.17, the $_{\text{calculated F probability value is}}$ 11.432 > F $_{\text{table}}$ 3.11 with a Sig. value of 0.000 < 0.05. Therefore, it can be concluded that transformational leadership and technology use variables together have a positive and significant effect on employee job satisfaction.

The Relationship Between Transformational Leadership and Job Satisfaction Moderated by Technology Use

The third hypothesis in this study states that transformational leadership influences job satisfaction moderated by employee technology. Based on the results of the regression analysis presented in Table 4.16, the beta coefficients value of the t-test is 0.564, which is positive, with a Sig. value of 0.000 ≤ 0.05. The calculated t-value is 4.572 ≥ t-table of 1.664. Therefore, it can be concluded that the variable of technology use has a positive and significant moderating effect on transformational leadership on job satisfaction. Therefore, the hypothesis H3 which states that the relationship between transformational leadership and employee job satisfaction at the Karo Regency Agriculture Service is moderated by technology use is accepted.

4. CONCLUSION AND SUGGESTIONS

Based on the research results, the following conclusions are given:

1. Transformational leadership has a positive and significant effect on job satisfaction . Therefore, hypothesis H1, which states the relationship between transformational leadership and employee job satisfaction at the Karo Regency Agriculture Service, is accepted.
2. Transformational leadership and technology use simultaneously have a positive and significant effect on employee job satisfaction. Therefore, hypothesis H2, which states the relationship between transformational leadership and technology use on job satisfaction at the Karo Regency Agriculture Service, is accepted.
3. Transformational leadership influences job satisfaction, moderated by employee technology. Therefore, hypothesis H3, which states that the relationship between transformational leadership and employee job satisfaction at the Karo Regency Agriculture Service is moderated by technology use, is accepted.

Based on the conclusions, the suggestions for research are as follows:

a. It is hoped that the Karo Regency Agriculture Service will continue to pay attention to the indicators of each variable in order to maintain transformational leadership, the use of technology to increase employee job satisfaction.
b. For further analysis, the model testing analysis in this study indicates that there are still indicators that have not been discussed. Therefore, further in-depth research is needed regarding these indicators.
c. In testing the coefficient of determination R2 , the R square value is relatively low. This indicates that this research can be continued by adding several variables that have not been listed in the research, so that it is hoped that this will increase customer satisfaction even further.

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