

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE AND WORK MOTIVATION ON JOB SATISFACTION OF ASN AT BNN ACEH PROVINCE

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Abstract

This research is based on The aim is to determine the influence of transformational leadership style and work motivation on job satisfaction in civil servants in National Narcotics Agency of Aceh Province. This study uses total sampling in selecting subjects. The subjects in this study were all employees at National Narcotics Agency of Aceh Province as many as 100 people. There are three hypotheses proposed in this study: (1) There is a positive influence between transformational leadership style and job satisfaction, (2) There is a positive influence between work motivation and job satisfaction, (3) There is a positive influence between transformational leadership style and work motivation on job satisfaction. Based on the research results, there is a significant influence between transformational leadership style and job satisfaction. Where the R coefficient is 0.381 and $p = 0.000$. The correlation is significant, meaning that if the transformational leadership style is high, job satisfaction is higher. The determinant coefficient R^2 is 0.145, meaning that 14.5% of job satisfaction is influenced by transformational leadership style. Based on the results of this study, it can be stated that the proposed hypothesis 1 is accepted. There is a significant influence of work motivation on job satisfaction. Where the R coefficient is 0.237 and $p = 0.018$. The correlation is significant, meaning that if work motivation is high, job satisfaction is higher. The coefficient of determination R^2 as big as 0.056, meaning that 5.6% of job satisfaction is influenced by work motivation. Together, the variables of transformational leadership style and work motivation have a significant influence on job satisfaction. This can be seen from the model summary table where the R coefficient is 0.427 and $p = 0.000$. This means that together the variable X_1 and X_2 affects the Y variable. Based on the results of this study, the three hypotheses proposed in this study are declared accepted. The determinant coefficient R^2 is 0.183, meaning that 18.3% of job satisfaction is influenced by transformational leadership style and work motivation. While 81.7% is influenced by other factors that cannot be explained in the regression equation (residual).

Keywords: *Transformational leadership style, work motivation and job satisfaction.*

INTRODUCTION

The 2005-2025 National Long-Term Development Plan (RPJPN) mandates that the empowerment of state apparatus be carried out through bureaucratic reform. This mandate is further elaborated in the 2023-2030 National Medium-Term Development Plan (RPJMN) which stipulates that bureaucratic reform is a national development priority. Furthermore, in order to implement bureaucratic reform, Presidential Regulation Number 81 of 2020 concerning the Grand Design of Bureaucratic Reform 2020-2025 and Regulation of the Minister of State for Empowerment of State Apparatus and Bureaucratic Reform Number 20 of 2020 concerning the Road Map of Bureaucratic Reform 2020-2024 were stipulated. Then, several guidelines for the implementation of bureaucratic reform for Ministries/Institutions and Regional Governments were stipulated with Permenpan-RB Number 7 to Number 15 of 2020. To assess and oversee the implementation of bureaucratic reform, the Guidelines for Independent Assessment of the Implementation of Bureaucratic Reform (PMPRB) were issued. The PMPRB model focuses on assessing bureaucratic reform steps taken by each government agency in relation to the 'Expected Results' as stated in the 2020-2024 Bureaucratic Reform Road Map

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(PerMenPAN and RB No. 20 of 2020). The government is an institution whose existence is to serve the community and to create conditions that allow every member of the community to develop their abilities and creativity in order to achieve common goals. In bureaucratic institutions or other institutions, both formal and informal, such as government institutions, business institutions, hospitals, universities, and other institutions, leadership is a central issue in management. The pulse of the institution is greatly influenced by the leader, including the progress and decline of the institution, the static dynamics of the institution, the growth and development of the institution, the life and death of the institution, whether or not someone is happy working in the institution, and whether or not the goals of the institution are achieved. In the framework of good governance development, the general policy of the government is to run a government that is oriented towards results (result oriented government). A government that is oriented towards results will first focus on the welfare of the community, trying to produce output and outcomes that are in accordance with the needs of the community. Output is a direct result of programs or activities run by the government and can be in the form of facilities, goods, and services to the community, while outcome is the functioning of these facilities, goods and services so as to provide benefits to the community.

Every person who joins an agency is willing to provide knowledge, skills, energy and some of their time to work in the agency. Employees who join an agency have the motivation to achieve their life goals both materially such as decent financial compensation and immaterially such as job satisfaction. The existence of satisfaction in work will motivate employees to perform optimally for the progress of an agency and if all employees feel job satisfaction then this will have a very good impact on the overall performance of the agency. Job satisfaction is determined by the difference between all that is expected and all that is felt from his work or all that is actually received. The discussion of employee job satisfaction cannot be separated from the fact that employee job satisfaction can be achieved if all his expectations can be met in carrying out his work duties. Job satisfaction is a reflection of the feelings and attitudes of individuals towards their work, which is an interaction between the person concerned and his work environment. Individuals with job satisfaction are expected to use all their abilities and energy to complete the work, so that they can produce optimal performance for the agency. This shows that job satisfaction, apart from being an independent variable, can also be a dependent variable (influenced).

Wexley and Yukl (1984) define job satisfaction as "The way an employee feels about his or her job". This means that job satisfaction is the way employees feel about themselves or their jobs, it can be concluded that job satisfaction is a feeling that supports or does not support within employees related to their work or their condition. Feelings related to work involve aspects such as effort, career development opportunities, relationships with other employees, job placement, and agency structure. Meanwhile, feelings related to themselves include age, health conditions, abilities and education and then job satisfaction reflects a person's feelings about their work. This is evident from the employee's attitude towards work and everything in their work environment, (As'ad, 2014). Job satisfaction is a pleasant or unpleasant emotional attitude of a person or employee towards a job with what is given from the job, because it is very abstract, difficult to measure and personal, but needs to be considered because it has a great influence on the work.

The aspects of job satisfaction used in this study are the aspects of job satisfaction put forward by Locke (in Gruneberg & Wall, 1984) because these aspects of job satisfaction are more revealing. Job satisfaction from many aspects, namely (1) Job content, which includes the weight of the work involving skills and abilities that match job qualifications, job variations, quantity and quality of work, level of difficulty, and individual responsibility in doing the work. (2) Rewards, which include the extent to which the rewards received by employees are in accordance with the efforts that have been made in working. The rewards in question can be in the form of salary, incentives, and allowances. Employees want a fair reward system. (3) Job promotion, which includes the opportunity to obtain a higher job promotion. In addition to obtaining promotion opportunities, this aspect also includes fairness in job promotions. (4) Working conditions, which include satisfaction with the conditions of the work environment such as the workplace atmosphere, work space, and other company facilities. (5) Coworkers, which include satisfaction with employee relationships or interactions with other employees, whether at the same level, subordinates, or superiors. Warm or harmonious relationships or interactions will be able to create employee job satisfaction. (6) Supervision or supervision, which includes satisfaction with the supervision carried out by their superiors. Are superiors objective in carrying out supervision and assessment and do superiors provide trust, support, suggestions, and motivation to their

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subordinates. Job satisfaction is a very complex factor because job satisfaction is influenced by various factors, including leadership style. One form of leadership that is believed to be able to balance the mindset and reflection of new paradigms in the flow of globalization is formulated as transformational leadership. Transformational leadership is leadership that is able to move the passion of all agency employees to achieve the best. Transformational leaders must be able to make difficult policies, and dare to face risks. He is also able to adapt according to changes in the strategic environment faced.

According to Bass and Riggio (2016) the transformational leadership model or style is widely applied throughout the world; in all forms of institutions. However, the transformational leadership model or style is more effective, because transformational leadership is consistent with people's prototypes of an ideal leader. Two main things, namely cultural contingencies and organizational factors. In many ways, both can influence the impact of transformational leadership. There are several typical reasons for transformational leadership that are postulated as the universality of transformational leadership. Bass and Riggio (2016) stated that leadership must be able to arouse followers' feelings with their own awareness to foster their commitment and involvement in carrying out their duties. Transformational leadership seeks to build the spirit of subordinates or followers (inspiring followers) to be committed in creating a shared vision and shared goals of an agency or work unit. Furthermore, challenging them to be innovative problem solvers, and developing followers' leadership capacity through coaching and mentoring. The relationship between transformational leadership and charismatic leadership is that charisma is part of the components of transformational leadership.

The leadership theory that will be analyzed is the behaviors in transformational leadership according to Bass and Riggio (2016) as follows: 1. Charismatic, namely a leader who influences followers by causing strong emotions and identification with the leader; 2. Intellectual stimulation, namely a process by which leaders increase followers' awareness of problems and influence followers to view a problem from a new perspective; 3. Individual consideration, namely the ability and responsibility of leaders to provide satisfaction and encourage the productivity of their followers. 4. Inspirational inspiration or motivation, namely the extent to which a leader communicates an attractive vision, uses symbols to focus subordinates' efforts and models appropriate behaviors. Transformational leadership style emphasizes the importance of a leader creating a vision and environment that motivates subordinates to excel beyond their expectations.

The ability of a leader to motivate his subordinates will greatly affect their work results. According to Steers and Porter (1983) work motivation is an effort that can cause behavior, direct behavior, and maintain or preserve behavior that is in accordance with the work environment or agency. Meanwhile, according to Siagian (1987) work motivation is the driving force to work that causes an employee of an agency to be willing and ready to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are his responsibility and fulfill his obligations in order to achieve the goals and various targets of the agency that have been previously determined. The aspects of work motivation used in this study are: the aspects stated according to Alderfer's ERG theory (Existence, Relatedness, Growth) proposed by Alderfer (in Robins 2006). Alderfer's theory found 3 basic human needs:

1. *Existence Needs*(Condition Needs) is a need to be able to survive according to Maslow's lower level needs, which include physiological needs and the need for safety and hygiene factors from Herzberg.
2. *Relatedness Needs*(Relationship Needs) include the need to interact with others. This need corresponds to Maslow's affiliation needs and Herzberg's hygiene factors.
3. *Growth Needs*(Growth Needs) are needs that drive a person to have a creative and productive influence on themselves or the environment. Realization of the need for appreciation and self-actualization from Maslow and motivation factors from Herzberg.

Based on the above phenomena, the researcher is interested in researching "The influence of transformational leadership style and work motivation on job satisfaction of BNN Aceh Province employees".

Based on this, the aim of this research is to find out:

1. The influence of transformational leadership style on job satisfaction.
2. The influence of work motivation on job satisfaction.
3. The influence of transformational leadership style and work motivation on job satisfaction.

METHOD

The type of research uses a survey approach, identification of research variables consists of vdependent variable is Job Satisfaction (Y) while the variables are Spiritual Leadership Style (X1) and Work Motivation (X2). operational definition of research variables, research subjects, data collection methods, validity and reliability of measuring instruments, and data analysis methods. Population is the total number consisting of objects or subjects that have certain characteristics and qualities determined by researchers to be studied and then conclusions drawn (Sugiyono, 2017). In this study, a sample of 100 was taken based on the random sampling technique. The data collection method was obtained through a scale instrument. According to Azwar (2015) a psychological scale is a measuring instrument that measures aspects or attributes of psychological samples through behavioral indicators translated into question items or statements. The data required in this study were obtained through three types of scale instruments, namely the Job Satisfaction scale, Transformational Leadership Style, and Work Motivation.

Data Analysis and Research Results

Basic Assumption Test Results

The data analysis technique used in this study is multiple regression analysis. This is done in accordance with the title of the study and the identification of its variables, where multiple regression is used to analyze the influence of two independent variables, namely transformational leadership style, work motivation and one dependent variable, namely job satisfaction. Before the data was analyzed, an assumption test was first conducted on the variables, namely the variables of transformational leadership style, work motivation and job satisfaction which included the normality test of distribution and linearity test. Assumption testing and data analysis were conducted using the SPSS for Windows version 22 program.

Normality Test Results

Normality test to see the deviation of the frequency of observations studied from the theoretical frequency. The normality assumption test uses the non-parametric statistical technique of one sample Kolmogorov-Smirnov. The rule used is if $p > 0.05$ then the distribution is normal, conversely if $p < 0.05$ then the distribution is not normal (Hadi, 2000).

Table 4.7. Normality Test Results

Variables	Kolmogorov-Smirnoff Z	P	information
Job satisfaction	1,151	0.141	Normal
Transformational Leadership Style	0.951	0.326	Normal
Work motivation	1,811	0.003	Abnormal

From the table above, it is known that the results of the normality distribution assumption test show that the significance value for job satisfaction is 0.141, and for transformational leadership style is 0.326. With the significance for job satisfaction and transformational leadership style greater than 0.05 ($p > 0.05$). Furthermore, the significance value for work motivation is 0.003. So it can be concluded that the data on the variables of job satisfaction and transformational leadership style are normally distributed and the variable of work motivation is not normally distributed.

Linearity Test Results

The linearity assumption test is conducted to determine the linearity of the influence between the independent variable and the dependent variable. The linearity test can also be used to determine the level of deviation from the linearity of the influence. The rules used in the linearity test of influence are if the linearity value $p < 0.05$ then the influence is stated as linear, or if the deviant for linearity $p > 0.05$ then the influence is stated as linear.

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Linearity Test Results Table

Variables	F	P	Information
Work motivation – job satisfaction	7,017	0.010	Linear
Transformational Leadership Style – Job satisfaction	16,219	0,000	Linear

The table above shows the results that:

- 1) The results of the linearity assumption test between the work motivation and job satisfaction variables have a linearity value of $F = 7.017$ and $p = 0.010$ which is < 0.05 , which means that the relationship is stated as linear.
- 2) The results of the linearity test on the transformational leadership style variable with job satisfaction obtained a linearity value of $F = 16.219$ and $p = 0.000$ which is < 0.05 . This shows that the influence of the two variables is linear.

Hypothesis Test Results

Hypothesis testing is a test that establish a basis so that evidence in the form of data can be collected in determining the decision whether to reject or accept the truth of the statement or assumption that has been made. Hypothesis testing can also provide confidence for researchers in making objective decisions.

1. Partial Significance Test (t-Test)

The t-test is used to determine whether there is a significant relationship or influence between the independent variables partially on the dependent variable. Calculating the t-test is done by comparing the calculated t value with the t table. If the calculated $t > t$ table, then the variable is said to have an influence. To calculate the t-table value, determine the degree of freedom value. With the formula $Df = N - 2$. In this study, the df value = $100 - 2 = 98$. Therefore, the t-table value with a significance level of 5% is 2.05. The following partial significance test results (t-test) can be seen in the table.

Partial Significance Test Table (t-test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	48,867	18,707		2,612	,010
	(Transformational Leadership Style)	,415	,107	,358	3,876	,000
	X2 (Work Motivation)	,287	,136	,196	2,116	,030
Dependent Variable: Y (Job Satisfaction)						

a) Transformational Leadership Style(X1)

The value of the t-test results obtained by analyzing table 4.9, the calculated t value is 3.876 with a significant level $\alpha = 0.05$ then obtained ttable 2.05, so that $t_{count} = 3.876 > t_{table} = 2.05$. While through the level of significance, obtained a significance value of $0.000 < 0.05$. This shows that there is an influence. Thus H1 is accepted, meaning that there is a significant partial influence between Transformational leadership variables on job satisfaction.

b) Work Motivation (X2)

The value of the t-test results obtained by analyzing table 4. The calculated t value is 2.116 with a significant level $\alpha = 0.05$ then obtained ttable 2.05, so that $t_{count} = 2.1165 > t_{table} = 2.05$. While through the level of significance, the significance value of the work motivation variable is 0.030

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<0.05 , then H2 is accepted which means that there is a significant partial influence between the work motivation variable and job satisfaction.

2. Test Simultaneous Significance (F Test)

The F test is conducted to determine the influence between independent variables on dependent variables simultaneously. This test is conducted to test the significant simultaneous influence between transformational leadership (X1) and work motivation (X2) on job satisfaction (Y). Determine the value of the f table with DF 1 and DF2. DF 1 is the number of independent variables minus 1 (k-1), while DF 2 is the number of populations minus independent variables minus 1 (nk-1). So based on this, the value of the F table is 4.013. The following results of the simultaneous significance test (f test) can be seen in the table.

Partial Significance Test Table (F Test)

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5586,433	2	2793,217	10,834	,000(a)
	Residual	25008,877	97	257,823		
	Total	30595,310	99			

Based on table 4.10, the results of data analysis obtained F count of 10.834 while F table = 3.94 ($10.834 > 3.94$) with a significance level of $0.000 < 0.05$ so it can be concluded that H3 is accepted. This means that together the variables of transformational leadership style work motivation have a simultaneous significant effect on job satisfaction.

4.2.4. Person Analysis and Multiple Linear Regression

Summary Table Multiple Linear Regression Analysis Calculation

Statistics	Coefficient (Rxy)	Coef. Det. (R2)	P	BE%	Pearson Correlation	Sig	Note
X1 – Y	0.381	0.145	0,000	14.5%	0.381	0,000	Sig
X2 – Y	0.237	0.056	0.018	5.6%	0.237	0.018	Sig
X1.X2 – Y	0.427	0.183	0.00	18.3%	0.427	0.000	Sig

Information :

X1 = Transformational Leadership Style

X2 = Work motivation

Y = Job satisfaction

Rxy = Coefficient between X1, X2 and Y

R² = The coefficient of determinant X1, X2 against Y

P = Significance

BE% = Effective contribution weight of X1,X2 to Y in percent

Note = Significance statement

Based on the table above, it can be seen that the transformational leadership style variable with job satisfaction has an influence of R = 0.381. This shows a significant influence between the two. The transformational leadership style variable with job satisfaction has a positive direction of influence (0.381), indicating that the higher the transformational leadership style, the higher the job satisfaction, and vice versa. The R2 figure of 0.145 is called the coefficient of determination, in this case it means that the transformational leadership style has a contribution of 14.5% in providing job satisfaction. While the rest is influenced by other variables. The significance of the one-sided correlation coefficient of output (measured from the probability p) produces 0.000. Therefore, the probability $p < 0.05$; this correlation is significant, and the result is that the first hypothesis is accepted.

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The work motivation variable with job satisfaction has an influence of $R = 0.237$. This shows a significant influence between the two. The work motivation variable with job satisfaction has a positive direction of influence (0.237), indicating that the higher the work motivation, the higher the job satisfaction, and vice versa. R Number² of 0.056 is called the coefficient of determination, in this case it means that work motivation has a contribution of 5.6% in providing job satisfaction. While the rest is influenced by other variables. The significance of the one-sided correlation coefficient of output (measured from the probability p) produces 0.018. Therefore, the probability $p < 0.05$; this correlation is significant, and the result is that the second hypothesis is accepted.

There is a significant influence between transformational leadership style and work motivation with employee job satisfaction. This is indicated by the coefficient value of Freg = 10.834 and significance $P = 0.000$. The magnitude of the influence between the variables of transformational leadership style and work motivation with employee job satisfaction is $R = 0.427$. This shows a strong influence. The R^2 figure of 0.183 is called the coefficient of determination, in this case it means that the variables of transformational leadership style and work motivation contribute 18.3% in explaining job satisfaction. While the rest is influenced by other variables. The level of significance of the one-sided correlation coefficient of output (measured from the probability of p) produces a figure of 0.000, because the probability is $p < 0.05$; this correlation is significant. And as a result, the third hypothesis can be accepted.

Discussion

The results of the analysis using the multiple regression analysis method, it is known that there is a significant negative relationship between work life balance and social support with burnout of GBKP pastors. This can be seen from the results of data analysis using the SPSS (Statistic Packages For Social Science) version 22 for Windows. The discussion will start from the relationship between the first independent variable and the dependent variable and will be continued with the relationship between the second independent variable and the dependent variable, then the discussion will end at the relationship between the first and second independent variables simultaneously with the dependent variable.

The Influence of Transformational Leadership Style on Job Satisfaction

From the results of the study, it was found that there is a significant influence between transformational leadership style and job satisfaction. This can be seen from the model summary table where the correlation R is 0.381, approaching a value of 1, meaning that the influence between transformational leadership style and job satisfaction is significant. The correlation is positive. This means that if the transformational leadership style is high, job satisfaction will be even higher. The determinant coefficient R^2 is 0.145, meaning that 14.5% of transformational leadership style contributes to job satisfaction.

The Influence of Work Motivation on Job Satisfaction

From the research results, it was found that there is a significant influence between work motivation and job satisfaction. This can be seen from the model summary table where the correlation R is 0.237, approaching a value of 1, meaning that the influence between work motivation and job satisfaction is significant. The correlation is positive. The determinant coefficient R^2 is 0.056, meaning that 5.6% of work motivation contributes to job satisfaction.

The Influence of Transformational Leadership Style and Work Motivation on Job Satisfaction

In general, the results of this study illustrate that there is an influence between transformational leadership style and work motivation with job satisfaction. This can be seen from the Model summary table where the table explains that the magnitude of the correlation (r) is 0.427, approaching the value of 1, meaning that the influence between the independent variables (X_1 , X_2) and dependent Y is very significant. The correlation is positive. This means that if the value of X increases, it will be responded to with an increase in the value of Y . The coefficient of determinant R^2 is 0.183, meaning that 18.3% of transformational leadership style and work motivation contribute to job satisfaction. While 87.7% is influenced by other factors that cannot be explained in the regression equation (residual).

Research limitations

This research has been carried out with standard scientific procedures, then received guidance from experts who are considered competent. However, in its implementation, the researcher realized that this research is not free from limitations. Here are some limitations of the research that the researcher will describe:

1. The variables studied in this study as independent variables are only two variables, of course there are still many other variables that can be studied that are related to Job Satisfaction so that by studying several variables that have not been studied in this study, it can further strengthen the understanding of practitioners in the field of HR development.
2. This research was only conducted in one agency at BNN, of course it cannot guarantee the problem of Job Satisfaction on a national scale, because each district certainly has a different leadership style, culture or work climate and conditions. Therefore, it is necessary to conduct more in-depth research with a wider reach.
3. The researcher's experience, which is still relatively minimal, certainly does not escape various errors in terms of data collection, data analysis, discussion, and drawing conclusions in this research.

CONCLUSION

Based on the results obtained in this study, the following conclusions can be drawn:

1. There is a significant influence of transformational leadership style on job satisfaction. This can be seen in the model summary table where the correlation R is 0.381 with $p < 0.05$. The correlation is positive, meaning that if the transformational leadership style is high, job satisfaction is higher. The R^2 determinant coefficient is 0.145, meaning that 14.5% of transformational leadership style contributes to job satisfaction. Based on the results of this study, it can be stated that the proposed hypothesis 1 is accepted.
2. There is a significant influence on work motivation on job satisfaction. This can be seen in the model summary table where the correlation R is equal to 0.237 with $p = 0.018$, where $p < 0.05$. The correlation is positive, meaning that if work motivation is high, job satisfaction is higher. The determinant coefficient R^2 of 0.056 means that 5.6% of work motivation contributes to job satisfaction. Based on the results of this study, it can be stated that the proposed hypothesis 2 is accepted.
3. Together, the variables of transformational leadership style and work motivation have a significant influence on job satisfaction. This can be seen in the model summary table where the correlation R is equal to 0.427 and $p < 0.05$. This means that the X_1 variable together and X_2 affects Variable Y . Based on the results of this study, the three hypotheses proposed in this study are declared accepted. The coefficient R^2 is 0.183, meaning that 18.3% of job satisfaction is influenced by transformational leadership style and work motivation. While 81.7% is influenced by other factors that cannot be explained in the regression equation (residual).
4. The transformational leadership style of the leaders in the National Narcotics Agency of Aceh Province is classified as high, where the empirical average value is 105.51 and the hypothetical average value is 87.5. Meanwhile, work motivation in the National Narcotics Agency of Aceh Province is classified as high, where the empirical average value is 119.33 and the hypothetical average value is 85. Meanwhile, job satisfaction in the National Narcotics Agency of Aceh Province is classified as high, where the empirical average value is 126.87 and the hypothetical average value is 110.

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