

# The Role Of Transformational Leadership, Motivation, Performance Allowance On Job Satisfaction And Employee Performance Of Election Commissions In Seven Cities In East Java

Siti Mudawiyah; Dewi Prihatini; Deasy Wulandari

**Abstrak:** The issue of Human Resources is always a strategic issue to be a study or research. Election organizers shaded in vertical institutions such as the General Election Commission (KPU) in social and political sciences are often used as the object of qualitative research for students. This study aims to describe the influence between variables Transformational Leadership, Motivation, Performance Allowance on Job Satisfaction and Performance in Seven Districts / Cities in East Java. This research is also explanatory research that analyzes the influence of each Exogenous variable on Endogenous variables. The research was conducted in Seven Districts / Cities, including Probolinggo Regency, Probolinggo City, Lumajang Regency, Jember Regency, Bondowoso Regency, Situbondo Regency, and Banyuwangi Regency with a population of all Civil Servants of the KPU Secretariat in seven districts / cities in East Java. The population was 110 people with sampling techniques using a census of all civil servant populations in the Tapal Kuda area in seven (7) regencies / cities in East Java. Another term 'jenuh' sample is a census, where all members of the population are sampled. The data analysis technique uses Structural Equation Model (SEM), the results of the study show that for the first test, the Classical Assumption Test does not violate normality, Outlier and Multicollinearity. The model of Goodness Of Fit (GOF) also has a good suitability of the model and for the results of testing the hypothesis. **Hypothesis 1** is accepted where the Transformational Leadership variable ( $X_1$ ) has a significant effect on the Job Satisfaction variable ( $Y_1$ ) with a structural coefficient of 0.418, with a CR value of  $4.172 > 1.96$  and probability =  $0.001 < 0.05$ . **Hypothesis 2** is accepted, which means that the Work Motivation variable ( $X_2$ ) has a significant effect on the Job Satisfaction variable ( $Y_1$ ), it is indicated by the structural coefficient value of 0.148, the value of  $CR = 2.792 > 1.96$ , besides the probability value =  $0.046 < 0.05$ . **Hypothesis 3** is accepted, it's means that the Performance Allowance variable ( $X_3$ ) has a significant effect on the Job Satisfaction variable ( $Y_1$ ), this is indicated by the structural coefficient value of 0.313, with a CR value of  $2.792 > 1.96$  and a probability of  $0.005 < 0.05$ . **Hypothesis 4**, it's means that the variable Transformational Leadership ( $X_1$ ) has a significant effect on Performance ( $Y_2$ ). This is indicated by the structural coefficient of 0.151, the CR value of  $2.804 > 1.96$  with a probability value =  $0.005 < 0.05$ . **Hypothesis 5** is rejected. It's Work Motivation variable ( $X_2$ ) has no significant effect on Performance ( $Y_2$ ). This can be indicated by the structural coefficient value of 0.030, besides that the value of  $CR = 0.831 < 1.96$  and the probability =  $0.406 > 0.05$ . **Hypothesis 6** is accepted, this can be concluded that the Performance Allowance variable ( $X_3$ ) has a significant effect on the Performance variable ( $Y_2$ ). This can be indicated the structural coefficient value of 0.119, the value of  $CR = 2.061 > 1.96$  and the probability =  $0.039 < 0.05$ . **The hypothesis 7** is accepted, It's the Job Satisfaction variable ( $Y_1$ ) has a significant effect on Performance ( $Y_2$ ). This is indicated by the structural coefficient value of 1.234 with a CR value of  $8.983 > 1.96$ , for a probability value obtained at  $0.000 < 0.05$ . **The hypothesis 8** is accepted, concluded that the Transformational Leadership variable ( $X_1$ ) has a significant positive effect on Performance ( $Y_2$ ) through the Job Satisfaction variable ( $Y_1$ ). This is indicated by the structural coefficient value of  $0.67057 > -0.151$ . **Hypothesis 9** is accepted, namely that the Work Motivation variable ( $X_2$ ) has a significant positive effect on Performance ( $Y_2$ ) through the Job Satisfaction variable ( $Y_1$ ). This can be indicated by the structural coefficient value of  $0.21395 > 0.03$ . **Hypothesis 10** is accepted, it is concluded that the Performance Allowance variable ( $X_3$ ) has a significant positive effect on Performance ( $Y_2$ ) through the Job Satisfaction variable ( $Y_1$ ). It is proven by the structural coefficient value of  $0.50806 > 0.119$ . Judging from the influence of Transformational Leadership, Work Motivation, Performance Allowances through Job Satisfaction, all exogenous variables are stated to have a significant positive effect, which means that if the value of the exogenous variable rises, the Performance ( $Y_2$ ) variable will rise but the influence must be built through the variable Job Satisfaction first (indirectly), to create more optimal Employee Performance.

**Keywords:** Transformational Leadership, Work Motivation, Performance Allowances, Job Satisfaction, Performance, Human Resources Management, General Election Commission.

## INTRODUCTION

Good management in an organization is very dependent on leadership factors in carrying out the functions of planning, organizing, coordinating, and controlling, including the Office of the General Election Commission (KPU). At present the low quality of human resources is still clearly visible in the performance of every employee in Indonesia.

This causes why the low quality of human resources is always sought to solve the problem because with the low quality of human resources, the performance of employees produced is also poor. Contrary to this, increasing the quality of human resources will clearly create a good performance (Kuncoro, 2015: 115). KPU is an institution in which there are two elements, namely commissioners and secretariat personnel who have their respective duties and functions. KPU commissioners are led by a Chairperson and the secretariat is headed by a KPU Secretary. The working relationship between the Commissioner and the KPU Secretariat is deemed necessary to be carried out intensely and adequately considering the KPU institution which consists of two elements namely KPU members who come from independent circles and elements of the secretariat who are bureaucrats from civil servants (PNS). The existence of these differences in background can cause differences in interpretation of tasks and authorities that can also affect the disruption of work

- Siti Mudawiyah; Dewi Prihatini; Deasy Wulandari
- Program Studi Magister Manajemen, Universitas Jember
- Jl. Kalimantan 37, Jember 68121
- E-mail: [mudawiyah@gmail.com](mailto:mudawiyah@gmail.com)

relations institutionally. The performance of a person or organization can be known by holding performance measurements and determining what performance appraisal system will be used to achieve a fair assessment in determining reward and punishment for employees. According to Hasibuan (2003: 6) suggests that performance is a result of work achieved in carrying out tasks assigned to him based on skills, experience and sincerity as well as time. Based on the results of previous studies that still have contradictions or are not consistent, it is necessary to conduct research to directly test the significance of the effect of transformational leadership, motivation, and performance benefits on employee performance mediated by job satisfaction.

## LITERATURE REVIEW

### 2.1 Definition of Leadership and Transformation Leadership

Siagian (2011: 25) formulates leadership as an activity to influence the behavior of people to work together towards a particular goal they want together. In other words, leadership is the ability to influence groups to achieve the group's goals. Transformational leadership can be defined as a leadership style that enhances the awareness of collective interests among members of the organization and helps them to achieve their collective goals.

### 2.2 Work Motivation

According to Uno (2012: 71) work motivation is one of the factors that determine a person's performance. The magnitude or small influence of motivation on a person's performance depends on how much intensity the motivation is given.

### 2.3 Performance Allowances

Referring to the Secretary General Decree of the General Election Commission of the Republic of Indonesia Number 53 / Kpts / Setjen / 2016 concerning technical guidelines for the implementation of employee performance allowances within the General Election Secretariat General, Performance Allowances can be defined as benefits provided to employees as a function of success the implementation of Bureaucratic Reform based on the position class and the achievement of employee work performance. Performance Allowances are given every month to employees who are civil servants or CPNS. Benefits Performance-based performance is a payment system that links rewards to work performance.

### 2.4 Job Satisfaction

Hasibuan (2008: 202), states that "Job satisfaction is an emotional attitude that is pleasant and loves its work. This attitude is reflected by work morale, discipline, and work

performance". Further explanation Robbins (2006: 101) about job satisfaction as a general attitude of an individual to his job where in the job someone is required to interact with co-workers and superiors, follow the rules and policies of the organization, meet performance standards.

### 2.5 Employee Performance

The term performance comes from the word job performance and actual performance which means work performance or actual achievement achieved by someone. According to Mangkunegara (2010: 9) employee performance is a comparison of the results achieved with the participation of labor unity time (usually hours). Performance is the extent of the success of a person in completing his work. Usually people who have high performance are referred to as productive people, but on the other hand people whose levels do not reach the standard are said to be unproductive or underperforming.

## 3. RESEARCH METHODS

This research is a type of quantitative research. This study intends to explain the influence between variables through testing hypotheses and at the same time making explanations on several variables, the design of this study is explanatory research (explanatory research). The research activities were carried out on Seven (7) Office of the General Election Commission on Horseshoe Area which included the Probolinggo Regency KPU Office, Probolinggo City KPU, Lumajang Regency KPU, Jember Regency KPU, Bondowoso Regency KPU, Situbondo Regency KPU, and Banyuwangi Regency KPU. The study was conducted by testing hypotheses regarding the effect of transformational leadership, work motivation and performance benefits through job satisfaction on the performance of employees in the General Election Commission (KPU) secretariat in Seven Regencies / Cities in East Java.

### 3.1 Population and Samples

The population of this study is all Civil Servants Secretariat KPU Horseshoe Area includes Probolinggo Regency KPU, Probolinggo City, Lumajang Regency, Jember Regency, Bondowoso Regency, Situbondo Regency and Banyuwangi Regency. The sampling technique in this study used a census of all civil servant populations in the Horseshoe Region in seven (7) Districts / Cities in East Java. According to Sugiyono (2001: 61) saturated sampling is a sampling technique if all members of the population are used as samples. Another term saturated sample is a census, where all members of the population are sampled.

**Table 1.** Allocation of Research Samples

No	City	PNS DPK	PNS Organic	Sampel
1	Probolinggo City	5	12	
2	Town of Probolinggo	7	7	
3	Lumajang City	8	9	
4	Jember City	9	7	
5	Bondowoso City	14	3	
6	Situbondo City	3	8	
7	Banyuwangi City	8	10	
<b>Sum</b>		<b>54</b>	<b>56</b>	<b>110</b>

**Source:** Primary Data



### 3.2 Analysis of Structural Equation Modeling (SEM)

The analysis technique used is Structural Equation Modeling (SEM) using the AMOS (Analysis of Moment Structure) program version 22.0.

## 4. RESEARCH RESULTS AND DISCUSSION

### 4.1 Test Results for Instrument Validity

Based on the results of the validity test it can be stated that the research instrument which is an instrument that forms a latent variable in this study, is declared valid with the correlation coefficient value of the total score above the r-critical value (\*) which is 0.1996.

### 4.3 Reliability Test Results

Based on the results of statistical tests it can be stated that the results of the reliability test on latent variables in this study are declared reliable with the Cronbach's Alpha value above the Cronbach's Alpha Critical value of 0.60 where the lowest Cronbach's Alpha variable is 0.765 and the highest is 0.903.

### 4.4 Results of Structural Equation Model Analysis (SEM)

SEM analysis is divided into four stages, namely the results of the measurement model analysis, SEM assumption test, the results of structural model analysis and model suitability evaluation. The important assumptions that need to be tested in SEM analysis are: 1) normality, 2) outliers, and 3) multicollinearity.

#### 1) Normality.

Test results for the assumption of normality in the Assessment of Normality All measurement indicators are normally distributed, considering the critical ratio skewness and kurtosis univariate and multivariate <2.58 (H0 accepted).

#### 2) Outliers.

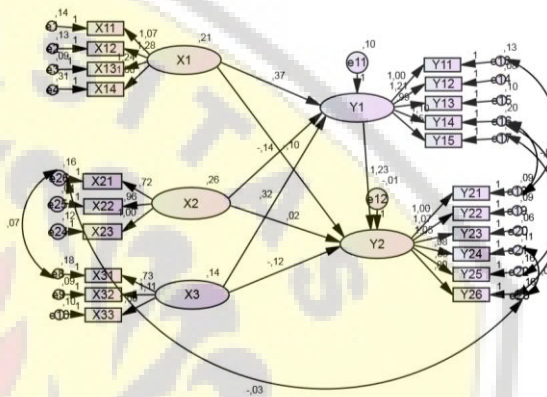
The Mahalanobis distance value of all observations below the value of the sample covariance matrix determinant. The highest value of Mahalanobis distance of = 60,861 occurred in observation no. 97, thus there is no indication of violations of outlier assumptions.

#### 3) Multicollinear.

The matrix determinant value = 0.154. This value is relatively far from zero, thus there is no violation of the multicollinear assumption.

### 4.5 Results of Structural Model Analysis

The results of the analysis of structural models in this study can be illustrated in the following Figure 4.1:



Gambar 4.1 Analisis Model Struktural  
Sumber: Data diolah

Next to the results of structural analysis, standardized structural coefficient estimates are:

Table .2 Regression Weight (Standardized)

Pengaruh	Estimasi	CR	Prob	Ket.
Kepemimpinan Transformasional → Kepuasan Kerja	0,418	4,172	0,000	Signifikan
Tunjangan Kinerja → Kepuasan Kerja	0,313	2,792	0,005	Signifikan
Motivasi Kerja → Kepuasan Kerja	0,148	1,994	0,046	Signifikan
Kepuasan Kerja □ Kinerja pegawai	1,243	8,983	0,000	Signifikan
Kepemimpinan Transformasional → Kinerja Pegawai	0,151	2,804	0,005	Signifikan
Tunjangan Kinerja → Kinerja Pegawai	0,119	2,061	0,039	Signifikan
Motivasi → Kinerja Pegawai	0,030	0,831	0,406	Tidak Signifikan

Source: Primary Data Processed 2018

### 4.6 Model suitability evaluation (GOF)

The next step is to evaluate the level of suitability of the model to the input data. The suitability of the research model for the data is indicated by the goodness of fit (GOF) produced. Overall, the research model produced has good suitability for the input data

### 4.7 Hypothesis Test Results

Based on Table 5.22 it can be stated that:

1. Hypothesis 1 is accepted, this is indicated by the structural coefficient value of 0.418, with a CR value of 4.172 > critical value at the level of significance  $\alpha = 5\%$  (1.96), and probability = 0,000 < 0,05. These findings

indicate that Transformational Leadership variable (X1) has a significant effect on Job Satisfaction variable (Y1).

2. Hypothesis 2 is accepted, this is indicated by the structural coefficient value of 0.148, the value of CR = 1.994 > critical value at the level of significance  $\alpha = 5\%$  (1.96), besides the probability value = 0.046 < 0.05. It can be concluded that the Work Motivation variable (X2) has a significant effect on the Job Satisfaction variable (Y1).

3. Hypothesis 3 is accepted, this is indicated by the structural coefficient value of 0.313, with a value of CR = 2.792 > critical value at the level of significance  $\alpha = 5\%$  (1.96) and a probability of 0.005 < 0.05. It was concluded that the Performance Allowance variable (X3) had a

- significant effect on the Job Satisfaction variable (Y1).
4. Hypothesis 4 is accepted. This is indicated by the structural coefficient value of 0.151, the CR value of  $2.804 >$  critical value at the level of significance  $\alpha = 5\%$  (1.96) with a probability value =  $0.005 < 0.05$ . In conclusion, the variable Transformational Leadership (X1) has a significant effect on Employee Performance (Y2).
  5. Hypothesis 5 is rejected, it can be indicated by the structural coefficient value of 0.030, besides that the value of CR =  $0.831 <$  critical value at the level of significance  $\alpha = 5\%$  (1.96) and probability =  $0.406 > 0.05$ . The conclusion is that the Work Motivation variable (X2) has no significant effect on Performance (Y2).
  6. Hypothesis 6 is accepted, this can be seen in the structural coefficient value of 0.119, CR value =  $2.061 >$  critical value at the level of significance  $\alpha = 5\%$  (1.96) and probability =  $0.039 < 0.05$ . In conclusion, the Performance Allowance variable (X3) has a significant effect on the Performance variable (Y2).
  7. Hypothesis 7 is accepted. This is indicated by the structural coefficient value of 1.234 with a CR value of  $8.983 >$  critical value at the level of significance  $\alpha = 5\%$  (1.96), for probability values obtained at  $0.000 < 0.05$ . The conclusion is that the Job Satisfaction variable (Y1) has a significant effect on Performance (Y2).
  8. Hypothesis 8 is accepted, this is evidenced by the estimated structural coefficient of  $0.67057 > -0.151$  (direct effect of X1 on Y2). In the implementation of leadership transformation, it is not only an approach to how employees can be mobilized so they can make the right decisions and have innovations in work, but what needs to be built first is that employee job satisfaction takes precedence for improving performance.
  9. Hypothesis 9 is accepted, as evidenced by the estimated structural coefficient of  $0.21395 > 0.03$  (direct effect of X2 on Y2). The conclusion is that motivation can have a significant indirect effect by being mediated first with the satisfaction variable. This means that to improve performance for KPU employees, it is necessary to first create conditions for job satisfaction for employees.
  10. The 10th hypothesis is accepted, this is evidenced by the estimated structural coefficient of  $0.50806 > 0.119$  (direct effect of X3 on Y2). This means that the Performance Allowance variable has a significant positive effect on Performance through the Job Satisfaction variable. In conclusion, Performance Allowances can have a significant effect indirectly by moderating variable Job Satisfaction to improve employee Performance.

## 4.8 Discussion

### 1. Effect of Transformational Leadership on Employee Job Satisfaction

Based on the value of Critical Ratio (CR) of  $4.172 > 1.96$  with a significance level of  $0.000 < 0.05$ , the conclusion is that Transformational Leadership has a significant effect on Employee Job Satisfaction (accepting hypothesis 1). These findings indicate that the higher the level of transformational leadership given by the KPU Commissioner to the secretariat staff / staff will positively influence the confidence of the secretariat staff and vice versa. Several studies supporting this research, Rusdiyanto and Riani (2015) in their study found that transformational and transactional leadership had a

positive and significant influence on job satisfaction of FIS and UNY FE employees. Supporting research by Atmojo (2012) that transformational leadership has a significant effect on job satisfaction of PTPN V Riau employees. Tondok and Andarika (2004) found that the perception of transformational leadership style with job satisfaction correlated positively and was very significant. Zahari and Shurbagi (2012) found a significant positive relationship between transformational leadership style and employee job satisfaction. Transformational Leadership Style is the application of a leadership model by heightening awareness of collective interests among members of the organization and helping them to achieve their collective goals. Transformational leadership emphasizes emotions, values, and the importance of oriented leadership to encourage employee creativity.

### 2. The Effect of Work Motivation on Employee Job Satisfaction

Based on the value of Critical Ratio (CR) in Table 4.24 of  $1.994 > 1.96$  with a significance level of  $0.000 < 0.05$ , it can be seen that Work Motivation has a significant positive effect on Employee Job Satisfaction (accepting Hypothesis2). This finding is in line with Uno's theory (2012: 71) which states that work motivation is one of the factors that determine a person's performance. The size or influence of motivation on a person's performance depends on how much intensity the motivation is given. Previous empirical research by Dophina (2012) found that work motivation had a positive and significant effect on employee job satisfaction. Other supporting research by Widaystuti (2004) found that motivation has a positive effect on job satisfaction. Brahmasari and Suprayitno (2008) in their research prove that work motivation has a positive and significant effect on employee job satisfaction. The motivation built by the KPU Chair and the Secretary as the main leader of the authority of the KPU secretariat / staff is to schedule institutional strengthening internally within the KPU Secretariat. Strengthening solid team work often needs to be held in outbound activities. The results of this activity with professional trainers are expected to be able to pump together a spirit of togetherness and more harmonious institutional work. Since Election Work is a stage, work motivation needs to be maintained with dynamic work stability and rhythm.

### 3. Effect of Performance Allowances on Employee Job Satisfaction

Based on the Critical Ratio (CR) value of  $2.792 > 1.96$  with a significance level of  $0.005$ , it can be seen that the Performance Allowance has a significant positive effect on Employee Job Satisfaction. This finding supports Roberia's theory (2009), remuneration is one form of payment in the form of money / goods given for achievement or appreciation in a work relationship. One of the remunerations can be in the form of work allowances, as a basis for maintaining qualified Human Resources and for motivating employees to achieve a higher level of performance. Performance allowances that have been implemented in the KPU Secretariat Environment since 2014 have had a significant impact in increasing employee productivity. This performance allowance is given only to civil servants based on three (3) things, namely according to class of office, work performance and attendance level of employees who are already known together. An empirical study that supports this finding is by Yandri (2010) in his research analyzing the Effect of Performance Allowances



on Employee Job Satisfaction in the State Civil Apparatus at the Ministry of Agriculture's Technical Implementation Unit in Jambi Province. Implementation of Performance Allowances in the Technical Implementation Unit (UPT) of the Ministry of Agriculture is able to increase employee motivation in carrying out the Main Tasks and Functions of each individual so that ultimately the target achievement of the organization will be in accordance with the predetermined plan. According to Panggabean (2004) Compensation can be defined as any form of award given to employees as a reward for the contribution they make to the organization. Therefore, with the performance allowance at least the employee has the feeling of being satisfied with the wages received for work at his workplace, the result is an increase in work productivity. Performance allowance is one indicator of job satisfaction, job satisfaction has a positive influence on performance

#### **4. Effects of Transformational Leadership on KPU Commissioners on Employee Performance**

Based on the Critical Ratio (CR) in Table 4.25 it is known that  $2.804 > 1.96$  with a significance level of  $0.005 < 0.05$  can be seen that the KPU Transformational Leadership has a significant positive effect on Employee Performance (accepting Hypothesis 4). The approach taken by the leadership by always inviting employees to be empowered is one of them KPU commissioners try to explore each employee's personal character. Actively involved and monitor the extent to which performance achievements that have been made by employees will be able to control the productivity of work that has been done by employees in meeting the monthly target / task burden that must be completed by employees. Empirical studies conducted by previous researchers, namely by Vijaya and Sriathi (2015) found in his research that Transformational Leadership had a positive and significant effect on employee performance on Cok Konfeksi Denpasar. These results are in line with previous research conducted by Pane and Astuti (2009) stating that this study proves that Transformational Leadership has a positive and significant effect on Telkom Regional IV Employee Performance in Semarang. In general, previous empirical findings support propositions about the importance of transformational leadership in impacting the performance of employees led (Pradhan and Pradhan, 2015; Bacha, 2014; Walumbwa and Hartnell, 2011). Even in his meta-analysis Wang et al (2011) explained the performance of followers in various criteria able to be significantly influenced by transformational leaders.

#### **5. Effects of Motivation on Employee Performance**

Based on the Critical Ratio (CR) value of  $0.831 < 1.96$  with a probability level of  $0.406 > 0.05$ , it can be seen that Motivation has no significant effect on Employee Performance (rejecting Hypothesis 5). The higher the level of motivation of work done by the leadership of employees, it will not affect the performance of employees. As it is known that the pattern of work within the KPU has increased in intensity, if there are stages of organizing elections or elections. It was stated in the KPU Regulation that if the Election stage period is no longer working hours but rather is a calendar clock. Automatically to achieve the work target according to the mandated regulation in the Election stage, employees will be encouraged to complete the workload according to the duration of time needed. Job conditions based on the stages of the election in

the KPU secretariat environment denied the findings of Krisnanda and Sudibyo (2014), in his research that work motivation had a positive and significant effect partially on the performance of Respati Sanur Beach Hotel employees. These results are in line with previous studies by Widyastuti (2004), that motivation has a positive effect on performance. Sukmasari (2011) in his research also found that Motivation had an effect on Employee Performance in the DPKAD of Semarang City. The conclusion is that Motivation does not have a significant effect on performance in the sense that when there are jobs in the electoral phase that require more work intensity automatically the employee will consciously do the work according to the specified target. Accountability to the public for the work of the organizers is an institutional credibility that must be prioritized. The organizers are required to work on time in a professional manner, because if there is a level of unresolved activities or stages in time many consequences must be borne both those regulated by regulation and accountability to the public can bring self-image and public trust or election participants to KPU institutional credibility .

#### **6. Effect of Performance Allowances on Employee Performance**

Based on the Critical Ratio (CR) value of  $2.061 > 1.96$  with a significance level of  $0.039 < 0.05$ , it can be seen that Performance Allowance has a significant positive effect on Employee Performance (accepting Hypothesis 6). This is in line with the implementation of the provision of Tukin (performance allowances) for civil servants within the KPU secretariat. The giving of Tukin is based on three (3) things which are according to the class of office, work achievement and attendance level. Encouraged to fulfill the basic tasks and functions of each individual so that in the end the achievement of the target organization will be in accordance with the predetermined plan. The existence of Performance Allowance, the level of discipline of employees increases, each individual competition appears in achieving the Employee Performance Target. Thus, Performance Allowances can improve employee performance. This finding reinforces the results of research by Coal, et al. (2013) found in his research that simultaneous salary (wages) and benefits affect employee performance, but partially the factors that most influence performance are salary (wages). The same study by Yandri (2010) concluded that the Implementation of Performance Allowances at the Ministry of Agriculture's Technical Implementation Unit (UPT) in Jambi Province was able to increase employee motivation in carrying out the Main Tasks and Functions of each individual so that the target organization's achievement would be in accordance with predetermined plan. The implication of the concept for KPU secretariat employees is that someone who performs well will get higher rewards and vice versa. That is, the higher the performance achieved by the employee will be the higher the reward. If this system can be implemented effectively it will have a positive impact on the organization because it will be able to improve performance and job satisfaction of employees. Therefore, with the performance allowance at least the employee has the feeling of being satisfied with the wages received for work at work, the result is an increase work productivity.

### 7. Effect of Job Satisfaction on Employee Performance

Based on the Critical Ratio (CR) in Table 4.29 of  $8.983 > 1.96$  with a significance level of  $0.000 < 0.05$ , it can be seen that Job Satisfaction has a significant positive effect on Employee Performance (accepting Hypothesis 7). The conclusion is that when employees are satisfied with their work it will have implications for improving their performance. The stages of the election work for all KPU leaders, secretaries and all employees are at stake in the credibility of the institution. The workload that is increasing with increasing physical and mental pressure is a challenge that must be carried out and carried out every step well. When being able to pass through all stages well and minimize legal problems and technical problems in the field, it is a matter of pride and able to create job satisfaction. The impact that occurred was an increase in performance for all election organizers. The results of this study reinforce previous findings by Komara and Nelliwati (2014) in their research stating that Job Satisfaction has a significant influence on the performance of employees at RSUD Kota Bandung. Also supported by the same research by Sukmasari (2011), from the results of the study, showed that Job Satisfaction influences Employee Performance on DPKAD. The same research conducted by Juniantara (2015) found that job satisfaction had a positive and significant effect on performance.

### 8. The Effect of Transformational Leadership of KPU Commissioners through Job Satisfaction on Employee Performance

Table 4.30 shows the indirect effect of exogenous variables on endogenous variables through intervening variables. It is known from the indirect effect of Transformational Leadership on Employee Performance through Job Satisfaction that is equal to  $0.67057$  greater than the direct effect of  $-0.151$ . This means that the Transformational Leadership variable has a significant positive effect on Performance through the Job Satisfaction variable (the direct effect of  $X1$  on  $Y2$ ). This can be caused by the application of leadership transformation not only the approach of how employees can be mobilized so that they can make the right decisions and have innovations in work, but what needs to be built first is that employee job satisfaction takes precedence. When leaders apply transformational style directly to employees but job satisfaction has not been built, instead employees are less sympathetic so that the impact on employee performance is reduced and vice versa. This finding accepts the previous research Widayati, et al (2011) stated that job satisfaction moderates the value of leadership style on employee performance where in the study stated value after moderation is greater than the value before moderation. However, there are also studies that prove the opposite as stated by Baihaqi (2013) which states that job satisfaction does not moderate leadership on employee performance.

### 9. Effects of Work Motivation Through Job Satisfaction on Employee Performance

Table 4.30 shows the indirect effect of exogenous variables on endogenous variables through intervening variables. It is known from the indirect effect of Work Motivation on Employee Performance through Job Satisfaction that is equal to  $0.21395$  greater than the direct effect of  $0.03$ . This means that the Work Motivation variable has a significant positive effect on Performance through the Job Satisfaction variable,

as evidenced by the structural coefficient estimation value of  $0.21395 > 0.03$  (direct effect of  $X2$  on  $Y2$ ). The conclusion is that motivation can have a significant indirect effect by being mediated first with the satisfaction variable. In contrast to the results of the analysis in hypothesis 5 above, that the motivation of employees in the KPU Secretariat environment has no significant effect on Employee Performance if done directly. This means that in order to improve performance for KPU employees, it must first be created the condition that employees feel satisfied with their work first. Employee satisfaction can be measured by how well the salary is received, the conditions of fellow colleagues in the KPU office environment will affect the employee's comfort at work. The relationship between employees and leaders who are emotionally well established will also increase job satisfaction. Providing performance allowances is one factor that continues to be sought by the RI KPU Satker on awards to employees who have completed their main tasks and functions according to the established procedures. If this satisfaction increases in the number of employees it will have significant implications for the achievement of outcome and output performance of employees. This finding reinforces previous research by Murti and Srimulyani (2013) in his study found that job satisfaction is a mediating variable between motivation and employee performance. The results of this study support Muljilani's (2002) statement that motivation can affect sustainable performance improvement through job satisfaction. Employees will be motivated to achieve work satisfaction factors in the form of awards from companies that are in accordance with their expectations. The results of this study also support previous research conducted by Koesmono (2005); Ayu and Suprayetno (2008) which show that the influence of motivation on employee performance is mediated by job satisfaction.

### 10. Effect of Performance Allowances through Job Satisfaction on Employee Performance

Table 4.30 shows the indirect influence between Performance Allowance variables on Employee Performance variables through the variable Job Satisfaction that is equal to  $0.50806$  greater than the direct effect of  $0.119$ . This means that the Performance Allowance variable has a significant positive effect on Performance through the Job Satisfaction variable. In conclusion, Performance Allowances can have a significant effect indirectly by moderating variable Job Satisfaction to improve employee Performance. This can be caused by the implementation of performance allowances not only the approach of how each month employees receive Tukin, but what needs to be built first is that employee job satisfaction takes precedence. The success of achieving timely and efficient output of work completed and discipline of KPU employees who are constantly being developed will be a determining factor in achieving employee performance improvement. This finding is supported by previous research by Fakhri (2015) in his thesis found that compensation and training variables have a positive effect on employee performance and job satisfaction variables to moderate compensation and training on employee performance. In line with the Mangkunegara theory (2010: 124) compensation is divided into two forms, namely:

- 1) Direct compensation, is compensation that is directly felt by the recipient, namely in the form of salary, benefits, and incentives is the right of employees and the



company's obligation to pay it.

- 2) Indirect compensation is compensation that cannot be felt directly by employees, namely benefits and services (service allowances).

The purpose of compensation in the form of benefits will bring satisfaction because there is a sense of respect by the institution, conformity or fairness of compensation for the work done by the employee.

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1 Conclusions

Based on the results of the study, it can be concluded that the majority of research respondents agreed that Transformational Leadership factors, Work Motivation, Performance Allowances are variables that need to be considered in building Human Resources institutions within the General Election Commission secretariat, primarily to create Employee Job Satisfaction and Enhancement Employee Performance. Transformational Leadership (X1) has a significant effect on Employee Job Satisfaction (Y1). Hypothesis 1 is accepted, this is indicated by the structural coefficient value of 0.418, with the value of CR = 4.172 > critical value at the level of significance  $\alpha = 5\%$  (1.96), and probability = 0.00 < 0.05. These findings indicate that the Transformational Leadership variable (X1) has a significant effect on the Job Satisfaction variable (Y1). The results of this finding indicate that the higher the level of transformational leadership given by KPU Commissioners to secretariat staff / staff will positively influence the confidence of secretariat staff and vice versa. Work Motivation (X2) has a significant positive effect on Job Satisfaction (Y1). Hypothesis 2 is accepted, it is indicated by the structural coefficient value of 0.148, the value of CR = 2.792 > critical value at the level of significance  $\alpha = 5\%$  (1.96), besides the probability value = 0.046 < 0.05. It can be concluded that the greater the concern of superiors to motivate employees in work, the greater the level of employee satisfaction with the institution and vice versa. Performance Allowance (X3) has a significant positive effect on Employee Job Satisfaction (Y1). Hypothesis 3 is accepted, this is indicated by the structural coefficient value of 0.313, with a value of CR = 2.792 > critical value at the level of significance  $\alpha = 5\%$  (1.96) and a probability of 0.005 < 0.05. Performance Allowances as a basis for maintaining quality Human Resources and for motivating employees to achieve higher levels of performance / work performance. Transformational Leadership (X1) has a significant positive effect on Employee Performance (Y2). Hypothesis 4 is accepted, this is indicated by the structural coefficient value of 0.151 CR value of 2.804 > critical value at the level of significance  $\alpha = 5\%$  (1.96) with a probability value = 0.005 < 0.05. It can be concluded that with leaders actively involved and monitoring the extent to which performance achievements that have been made by employees will be able to control the productivity of work that has been done by employees in meeting the assigned task targets. Work Motivation Variable (X2) has no significant effect on Performance (Y2). Hypothesis 5 is rejected, it can be indicated by the structural coefficient value of 0.030, besides that the value of CR = 0.831 < critical value at the level of significance  $\alpha = 5\%$  (1.96) and probability = 0.406 > 0.05. The higher the level of motivation of work done by the leadership of employees, it will not affect the performance of employees.

Performance Allowance (X1) has a significant positive effect on the Performance variable (Y2). Hypothesis 6 is accepted, this can be seen in the structural coefficient value of 0.119, CR value = 2.061 > critical value at the level of significance  $\alpha = 5\%$  (1.96) and probability = 0.039 < 0.05. The existence of Performance Allowance, the level of discipline of employees increases, each individual competition appears in achieving the Employee Performance Target. Thus Performance Allowances can improve employee performance. Job Satisfaction (Y1) has a significant positive effect on Performance (Y2). Hypothesis 7 is accepted, this is indicated by the structural coefficient value of 1.234 with a CR value of 8.983 > critical value at the level of significance  $\alpha = 5\%$  (1.96), for probability values obtained at 0.000 < 0.05. The conclusion is that when employees are satisfied with their work it will have implications for improving their performance. Transformational Leadership Variable (X1) has a significant positive effect on Performance (Y2) through Job Satisfaction variable (Y2). Hypothesis 8 is accepted, this is evidenced by the structural coefficient estimation value of 0.67057 > - 0.151 (direct effect of X1 on Y2). In the implementation of leadership transformation, it is not only an approach to how employees can be mobilized so they can make the right decisions and have innovations in work, but what needs to be built first is that employee job satisfaction takes precedence for improving performance. Work Motivation variable (X2) has a significant positive effect on Performance (Y2) through Job Satisfaction variable (Y1). Hypothesis 9 is accepted as evidenced by the estimated structural coefficient of 0.21395 > 0.03 (direct effect of X2 on Y2). The conclusion is that motivation can have a significant indirect effect by being mediated first with the satisfaction variable. This means that to improve performance for KPU employees, it is necessary to first create conditions for job satisfaction for employees. Performance Allowance Variable (X3) has a significant positive effect on Performance (Y2) through the Job Satisfaction variable (Y1). The hypothesis 10 is accepted, this is evidenced by the estimated structural coefficient of 0.50806 > 0.119 (direct effect of X3 on Y2). This means that the Performance Allowance variable has a significant positive effect on Performance through the Job Satisfaction variable. In conclusion, Performance Allowances can have a significant effect indirectly by moderating variable Job Satisfaction to improve employee Performance.

### 5.2 Suggestions

Based on the results of the research that has been done, the researcher gives suggestions as follows:

#### 1. For the development of science

Transformational leadership, work motivation and performance benefits affect performance satisfaction both directly and indirectly through job satisfaction. This means that if the employee or KPU has high work motivation and is accompanied by transformational leadership and performance benefits in accordance with their respective fields, then it will have job satisfaction and ultimately high performance will be created. Similarly, job satisfaction has a direct effect on performance. This means that if KPU employees have job satisfaction, then they will have good performance. The relationship between job satisfaction and performance is a continuous (continuous) relationship.

## 2. For SKPD Leaders

The role of job satisfaction is important for improving the performance of KPU employees, this condition should always be improved through improving transformational leadership, work motivation and performance benefits. Satker leaders can pay more attention to employees regarding physiological needs, security, social, appreciation, and self-actualization. Similarly, it is necessary to include employees on motivation and performance benefits on the job and off the job, continuing to establish harmonious relationships between superiors and subordinates both formal and informal in order to create better communication harmony. Creating conducive conditions through relationships between colleagues both in the office and outside the office.

## 3. For other researchers

The results obtained in this study can be used as references for other researchers if they will conduct research with similar topics and models, especially for job satisfaction and improving employee performance. Given that the exogenous variables used are still limited, then it is necessary to do further research with other variables that can be made possible to influence job satisfaction and employee performance, so as to enrich the repertoire of knowledge in general and economics specifically.

## BIBLIOGRAPHY

- [1]. Atmojo, Marnis (2012). The Influence of Transformational Leadership on Job Satisfaction, Organizational Commitment, and Employee Performance. *International Research Journal of Business Studies*. Vol.5/NO.2/113-128.
- [2]. Bacha, Eliane. 2014. "The relationship between transformational leadership, task performance and job characteristics", *Journal of Management Development*, Vol. 33 Iss 4 pp. 410 – 420. <http://dx.doi.org/10.1108/JMD-02-2013-0025>.
- [3]. Batubara, Khairunnisa, Pujanggoro, S, dkk. 2013. Pengaruh Gaji, Upah, Dan Tunjangan Karyawan Terhadap Kinerja Karyawan Pada PT. XYZ. *e-Jurnal Teknik Industri FT USU*. Vol 3, No. 5, pp. 23-28.
- [4]. Bass B.M, Avolio B.J. 2000. *MLQ multifactor leadership questionnaire technical report*. Thousand Oaks: Sage Publications.
- [5]. Dolphina, Erlin (2012). Pengaruh Motivasi, Kepemimpinan Dan Budaya Kerja terhadap Kepuasan Kerja Karyawan Serta Dampaknya Pada Kinerja Perusahaan. Seminar Nasional Teknologi Informasi & Komunikasi Terapan. ISBN 979 - 26 - 0255 - 0. Semarang Universitas Dian Nuswantoro.
- [6]. Fakhri, R. Faiq. 2015. Pengaruh Kompensasi Dan Pelatihan Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Pt Audio Sumitomo Technology (Ast) Indonesia). Skripsi. Semarang. Fakultas Ekonomi dan Bisnis Universitas Diponegoro.
- [7]. Hasibuan, S.P. Melayu. 2008. *Manajemen Dasar, Pengertian, dan Makalah*. Edisi Revisi. Jakarta: Bumi Aksara.
- [8]. Krisnanda, Nyoman A dan I.G..A Sudibya. 2014. Pengaruh Disiplin Kerja, Motivasi Kerja Dan Kompensasi Terhadap Kinerja Karyawan Respati Sanur Beach Hotel. Tesis. Bali : Program Pasca Sarjana Magister Manajemen Universitas Udaya.
- [9]. Koesmono,dkk. Pengaruh Budaya Organisasi terhadap Motivasi dan Kepuasan Kerja serta Kinerja Karyawan pada Sub Sektor Industri Pengolahan Kayu Skala Menengah di Jawa Timur. *Jurnal Manajemen dan Kewirausahaan*, Vol. 7, No. 2, September 2005: 171-188.
- [10]. Kuncoro, F.D, Troena, E.A, dkk. 2015. Analisis pengaruh Stres Kerja dan Konflik Peran terhadap Kinerja Karyawan dengan Kecerdasan Emosional sebagai variabel intervening (Studi Pada Kantor Pelayanan Perbendaharaan Negara di Wilayah Yogyakarta) Pasca Sarjana, Fakultas Ekonomi dan Bisnis, Universitas Brawijaya.
- [11]. Mangkunegara, A.A. Anwar Prabu, 2010. *Evaluasi Kerja SDM*. Bandung: PT. Refika Aditama.
- [12]. Murti,H.,dan V.A.Srimulyanin. (2013). Pengaruh Motivasi Terhadap Kinerja Pegawai Dengan Variabel Pemeditasi Kepuasan Kerja Pada PDAM Kota Madiun. *Jurnal Riset Manajemen dan Akuntansi*. Vol. 1 No. 1, Februari 2013.
- [13]. Muljilani, Ninuk. Kompensasi Sebagai Motivator Untuk Meningkatkan Kinerja Karyawan. *Jurnal Manajemen & Kewirausahaan* Vol. 4, No. 2, September 2002: 108 – 122.
- [14]. Pane, Jagarin Dan S.D. Astuti. (2009). Pengaruh Budaya Organisasi, Kepemimpinan Transformasional, Dan Kompensasi Terhadap Kinerja Karyawan (Studi Pada Kantor Telkom Divre IV Di Semarang). *TEMA* Vol 6 Edisi 1, Maret 2009 hal 67 - 85.
- [15]. Pradhan, Sajeet; Rabindra Kumar Pradhan. 2015. An Empirical Investigation of Relationship among Transformational Leadership, Affective Organizational Commitment and Contextual Performance. *Vision* 19(3) 227–235. DOI: 10.1177/0972262915597089.
- [16]. Robbins, Stephen P. 2006. *Perilaku Organisasi*, Edisi kesepuluh. Jakarta: PT Indeks.
- [17]. Siagian, Sondang P, 2011. *Manajemen Sumber Daya Manusia*, Jakarta: PT. Bumi Aksara.
- [18]. Sugiyono, (2008). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung : Penerbit Alfabeta.
- [19]. Sukmasari, Hentry. (2011). Pengaruh Kepemimpinan, Motivasi, Insentif, Lingkungan Kerja, Dan Kepuasan Kerja Terhadap Kinerja Pegawai Dinas Pengelolaan



Keuangan Dan Aset Daerah Kota Semarang. Tesis.  
Semarang : Program Pasca Sarjana Magister  
Manajemen Universitas Dian Nuswantoro.

- [20]. Uno, Hamzah B., 2012. Teori Motivasi & Pengukurannya. Jakarta: PT. Bumi Aksara)
- [21]. Vijaya, I Dewa Gede Ngurah Eka Tvam dan Ayu Sriathi. 2015. Pengaruh Kepemimpinan Transformatif, Lingkungan Kerja Fisik Dan Kompensasi Terhadap Kinerja Karyawan Pada Perusahaan Cok Konfeksi Denpasar. E-Jurnal Manajemen Unud, Vol. 4, No. 7, 2015 : 1771-1784.
- [22]. Wang, Gang; In-Sue Oh, Stephen H. Courtright, Amy E. Colbert. 2011. Transformational Leadership and Performance Across Criteria and Levels: A Meta-Analytic Review of 25 Years of Research. *Group & Organization Management* 36(2) 223 –270. DOI: 10.1177/1059601111401017.
- [23]. Widyastuti, Endang Nur. 2014. Analisis Pengaruh Iklim Organisasi dan Motivasi terhadap Kinerja Pegawai melalui Variabel Intervening Kepuasan Kerja (Studi Empiris pada Dinas Pertanian Kota Semarang). Tesis. Semarang: Universitas Diponegoro.

