

Improving Employee Performance through Strengthening Transformational Leadership and Job Satisfaction in the Bogor Regency Civil Service Police Unit

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ABSTRACT

The goal of this study is to investigate and evaluate the direct and indirect effects of organizational culture and transformational leadership on the performance of Civil Service Police Unit (Satpol PP) employees in Bogor Regency, primarily mediated by their job satisfaction. The research targets Satpol PP employees in the Bogor district, using a sample size of 232 individuals. Data analysis is conducted using path analysis. The results indicate the following: (1) There is a direct positive relationship between transformational leadership and employee performance, suggesting that improving transformational leadership is likely to boost employee performance. (2) Job satisfaction directly impacts employee performance, indicating that enhancing job satisfaction is expected to improve employee performance. (3) Transformational leadership significantly affects job satisfaction, implying that strengthening leadership is likely to increase job satisfaction levels. (4) Both quantitative research and qualitative analysis confirm that transformational leadership positively influences the performance of Bogor Regency Satpol PP employees. Additionally, job satisfaction effectively mediates the relationship between transformational leadership and employee performance, indicating that enhancing both transformational leadership and job satisfaction is anticipated to improve employee performance.

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1. INTRODUCTION

In the context of modern organizational dynamics, improving employee performance becomes an imperative to achieve strategic goals and provide optimal public services. One of the institutions that has a central role in maintaining order and security at the regional level is the Civil Service Police Unit Service (Satpol PP). This department is not only responsible for enforcing regional

regulations, but is also expected to be the main pillar in creating a conducive work environment, prioritizing transformational values, and increasing employee job satisfaction. Bogor Regency, as an integral part of Indonesia, faces various challenges in managing and organizing its governance. In the midst of dynamic changes in society and the complexity of the tasks carried out by the Satpol PP Service, employee performance

problems have become the focus of attention that require appropriate and sustainable solutions.

With increasingly complex and evolving job demands, it is important to ensure that employees have the skills and knowledge necessary to carry out their duties effectively. Lack of adequate training or lack of accessibility to skills development can hinder professional growth and lead to gaps in employee capabilities. In the context of communication and collaboration, problems that arise can include the low effectiveness of communication systems which hinder the rapid and accurate exchange of information between employees. Collaboration between units may also be poorly coordinated, resulting in inefficiency and uncertainty in carrying out their tasks. Therefore, increasing communication and collaboration is imperative to increase synergy between employees and work units.

An unclear definition of duties and responsibilities is also a source of performance problems at the Bogor Regency Satpol PP Service. Uncertainty in each employee's role can create ambiguity that can hinder quick and effective decision making. This can also lead to ambiguity in the arrangement of tasks and responsibilities, which in turn can be detrimental to operational efficiency and the achievement of organizational goals. The challenge of adapting to changes in the work environment and advances in technology is another issue that influences the performance of employees at Satpol PP. Changes in the work environment, including changes in work patterns and advances in technology, can create difficulties for employees in adapting. An inability to address these changes can reduce operational efficiency and leave employees behind in adopting technologies that could improve their performance.

The problem of employee performance at the Bogor Regency Satpol PP cannot be separated from the context of the complexity of the tasks carried out by this institution. Tasks that involve enforcing regional regulations, handling social conflicts, and intensive interaction with the community

make the performance of Satpol PP employees vulnerable to various pressures and challenges. Therefore, an in-depth understanding of the problems that employees may face is important in efforts to improve their performance.

Based on the background and problem identification above, the research questions formulated in this study are as follows:

1. Does transformational leadership directly affect the performance of Civil Service Police Unit (Satpol PP) employees in Bogor Regency?
2. Does transformational leadership directly influence the job satisfaction of Civil Service Police Unit (Satpol PP) employees in Bogor Regency?
3. Does job satisfaction directly impact the performance of Civil Service Police Unit (Satpol PP) employees in Bogor Regency?
4. Is there an indirect effect of transformational leadership on employee performance through job satisfaction among Civil Service Police Unit (Satpol PP) employees in Bogor Regency?

2. LITERATURE REVIEW

2.1 *Employee Performance*

According to Robbins and Coulter [8] Performance is the final result of an activity, with the criteria being whether this result can be said to be efficient and effective. Performance indicators according to Robbins and Coulter [8]. With indicator Work Productivity; refers to the extent to which an individual or team can produce output or results within a certain time period. Work productivity is often measured by comparing the amount or volume of work performed with the resources used. Work Effectiveness; Refers to the extent to which an individual or team achieves a goal or desired outcome. Work effectiveness; involves assessing the extent to which tasks or responsibilities have been completed well and achieved the expected results. Efficiency; it is a measure of the extent to which an individual or team uses available resources effectively and efficiently to achieve results. Work efficiency includes

the optimal use of time, labor, materials, and other resources to achieve maximum results with minimal costs or expenses.

Based on expert theories, performance can be synthesized as the outcome of work, both in terms of quality and quantity, achieved by an employee according to established standards and criteria within a specified time frame, fulfilling given responsibilities effectively and efficiently. According to these expert theories, the indicators in this research are as follows. Quality of work; the extent to which employee work results comply with established quality standards. This may include accuracy, timeliness, compliance with procedures, and conformity to specified specifications. Quantity of work; benchmarks related to the amount of employee work output. Productivity; measuring how efficient and effective employees are in producing output or achieving work targets. For example, the number of tasks or projects completed, production volume, or sales targets achieved. Initiative and creativity; the extent to which employees are able to generate new ideas, innovate, and take initiatives to improve performance and work processes. Work effectiveness; Work results that are adjusted to the planned needs issued by employees to achieve organizational goals. Efficient use of resources; the extent to which employees can use existing resources, such as time, budget, or facilities, efficiently and avoid waste.

Research conducted by Cornelius Ludi Priyatmo [6] concluded that transformational leadership positively impacts employee performance both directly and indirectly through the mediation of job satisfaction.

Based on this, it is hypothesized that there is a positive indirect effect of transformational leadership on employee performance through job satisfaction.

2.2 Job Satisfaction

According to Hasibuan [4], job satisfaction is a positive emotional attitude toward one's job. This attitude is reflected in work morale, discipline, and performance. Job satisfaction can be experienced during work, outside of work, or as a combination of both.

According to Colquitt, Lepine, and Wesson [2], job satisfaction is a subjective evaluation made by individuals of their work. They define job satisfaction as a positive feeling that arises from an individual's assessment of the extent to which their job meets their personal needs and expectations. Success in achieving work goals, good social relations at work, and satisfaction with the rewards received are also important factors that contribute to job satisfaction.

Based on the expert theory, it can be synthesized that job satisfaction is a personal evaluation of each individual's work to the extent that it meets their personal needs and expectations, which includes various aspects such as satisfaction with the job itself, recognition and appreciation, compensation and benefits, development opportunities, career and work relationships in the organization, and work-life balance.

Research by Surodhi Adha and Disi Wandi [1] concluded that job satisfaction significantly impacts performance.

Based on this, it is hypothesized that there is a positive direct influence of job satisfaction on performance.

2.3 Transformational Leadership

Transformational leadership originates from the term "to transform," which implies changing or converting something into a new form. This includes turning vision into reality and potential into actual achievement.

Transformational leadership is leaders who they motivate their followers to surpass their personal interests and possess the capability to profoundly and remarkably influence them.

Based on the expert theory above, it can be synthesized that transformational leadership is a leader's behavior that focuses on inspiring and motivating team or organization members to achieve high levels of performance and encourage positive change that is able to communicate a strong vision, and inspire organizational members to participate. Active in achieving organizational goals

Research conducted by Arif Nugroho, Fauzobihi, and Dian Anggraini [5] found that

transformational leadership has a significant partial influence on performance.

Based on this, it is hypothesized that there is a positive direct impact of transformational leadership on performance.

Transformational leadership affects job satisfaction. From this, it is suspected that there is a positive direct influence of transformational leadership on job satisfaction.

3. METHODS

This research was carried out at the Bogor Regency Civil Service Police Unit office, which includes Functional Position Groups, the Development Sector, the Law Enforcement Sector, the Public Order Sector, and the Linmas Sector. A quantitative approach was employed in this study, utilizing multiple regression analysis techniques, analysis of the relationship between indicators and sobel test for mediating analysis. The study population comprised employees of the Bogor Regency Satpol PP Office, with an accessible population of 550 employees. A maximum of 232 samples were taken for this research. The instrument measurement was conducted using a Likert Scale comprising five response options: strongly agree, agree, neutral, disagree, and strongly disagree.

4. RESULTS AND DISCUSSION

4.1 *Statistic Descriptive*

Based on the data obtained primarily, namely respondents' answers regarding the performance of employees, job satisfaction, and transformational leadership at the Bogor Regency Satpol PP office, descriptive statistics were obtained for single data on the performance of employees' job satisfaction, and transformational leadership at the Bogor Regency Satpol PP office.

Based on the statistical analysis, the employee performance data in this research utilized a sample of 232 respondents. The variable for employee performance ranged from a minimum value of 100 to a maximum of 175, resulting in a range of 75. The average value for employee performance was 136.004,

with a standard deviation of 12.274 calculated across all respondents.

Furthermore, the statistical description for job satisfaction shows that the sample used in this research was 232 respondents. The job satisfaction variable had a maximum value of 180 and a minimum value of 105, giving it a range of 75. The average value for job satisfaction was 139.409, and the standard deviation was 13.085, based on data collected from 232 respondents.

Then the statistical description for the transformational leadership variable shows that the sample used in this research was 232 respondents. The transformational leadership variable ranged from a minimum value of 102 to a maximum of 173, resulting in a range of 71. The average value for transformational leadership was 137.54, and the standard deviation was 11.27, based on data collected from a total of 232 respondents.

4.2 *Indicator Analysis*

Based on the results of the indicator analysis, it can be explained as follows:

1. The correlation coefficient result of the employee performance variable is 0.577 and the correlation coefficient result of the indicator on the transformational leadership variable with the indicator on the employee performance variable, the highest is indicator (X.2) Inspirational Motivation Dimension (Inspirational Motivation) with indicator (Z3) Productivity exhibits the highest correlation coefficient value of 0.727, indicating a strong relationship among the variable indicators, with this indicator being the most dominant. The correlation coefficient between variables is 0.577, which is less than the correlation coefficient between indicators (0.727), suggesting effective functioning of the indicators.

2. The correlation coefficient between the job satisfaction variable and the employee performance variable is 0.851. Among the indicators, the highest correlation coefficient is between the indicator (Y2) Recognition and Appreciation and the indicator (Z2) Job Quantity, with a value of 0.953. This indicates that the indicators are functioning effectively, as the correlation coefficient between indicators (0.953) is higher than the

correlation coefficient between variables (0.851).

3. The correlation coefficient between the transformational leadership variable and the job satisfaction variable is 0.549. Among the indicators, the highest correlation coefficient is between the indicator for transformational leadership and the indicator for job satisfaction, which is 0.685. These results indicate that the indicators are functioning effectively, as the correlation coefficient between indicators (0.685) is higher than the correlation coefficient between variables (0.549).

4. The results of the correlation coefficient for the transformational leadership variable with job satisfaction are 0.549 and the results of the correlation coefficient for the indicator (X2.2) of the Inspirational Motivation Dimension (Inspirational Motivation) with the indicator (Y2) of Recognition and Appreciation have the highest correlation coefficient value of 0.671 which has meaning. that, the relationship between these variable indicators is in the strong category and this indicator is the most dominant among other indicators. In these results it can be seen that the correlation coefficient between variables is $0.549 <$ the correlation coefficient between indicators is 0.671, this means that the indicators are functioning effectively.

5. The correlation coefficient between the transformational leadership variable and job satisfaction is 0.549. Among the indicators, the highest correlation coefficient is between indicator (X2.2) Inspirational Motivation Dimension and indicator (Y3) Compensation and Benefits, with a value of 0.664. This indicates a strong relationship between these variable indicators, with the latter being the most dominant among the others. Moreover, the correlation coefficient between indicators (0.664) is higher than the correlation coefficient between variables (0.549), suggesting effective functioning of the indicators.

4.3 Multiple Regression Analysis

The relationship model between variables consists of one endogenous variable, namely employee performance (Z) and two exogenous variables, namely transformational leadership (X) and job satisfaction (Y), as well as one residual variable, namely ε_z . Based on the analysis, the following equation is obtained:

$$Z = 9.592 + 0.150 X + 0.747 Y$$

The explanation of this equation is as follows.

A constant value of 9.592 indicates that if all exogenous variables—organizational culture, transformational leadership, and job satisfaction—are held constant, employee performance will maintain a positive level.

The standardized beta coefficient for the transformational leadership variable is 0.150. This suggests that for every one-unit increase in the transformational leadership variable, employee performance is expected to increase by 0.150 units, assuming the other exogenous variables in the model remain unchanged.

The standardized beta coefficient for the job satisfaction variable is 0.747. This indicates that for every one-unit increase in job satisfaction, employee performance is expected to increase by 0.747 units, assuming the other exogenous variables in the model remain constant.

4.4 Sobel test result

Mediator variable job satisfaction (Y) has a coefficient of 0.747 (referred to as value B) with the dependent variable employee performance (Z). The Sobel test results, as illustrated in Figure 1, show a Sobel test statistic (Z count) of 6.592. Comparing this with the critical value from the Z table (1.65 for $\alpha = 0.05$), we find that Z count (6.592) is greater than Z table (1.65). Moreover, the one-tailed probability value is 0.000, which is less than $\alpha = 0.05$.

Therefore, it can be concluded that the job satisfaction variable (Y) mediates the relationship between the transformational leadership variable (X) and the employee performance variable (Z).

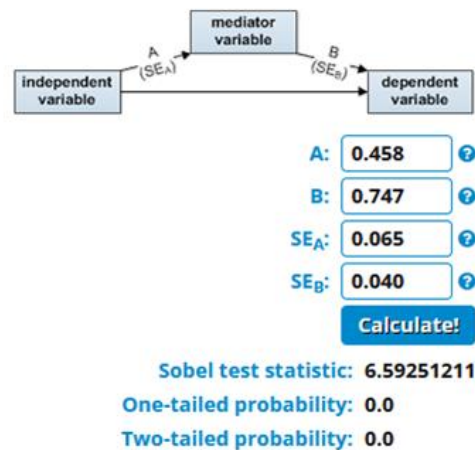


Figure 1. research result of sobel test

5. CONCLUSION

The findings indicate the following conclusions: There is a direct positive correlation between transformational leadership and employee performance, implying that improving transformational leadership is likely to enhance employee performance.

Additionally, job satisfaction directly contributes to employee performance, suggesting that strengthening job satisfaction is expected to improve employee performance.

Transformational leadership significantly influences job satisfaction, implying that strengthening leadership is likely to elevate job satisfaction levels.

Through quantitative research it is established that transformational leadership

positively impacts the performance of Bogor Regency Satpol PP employees. Moreover, job satisfaction effectively acts as a mediator between transformational leadership and employee performance, suggesting that improving both transformational leadership and job satisfaction is expected to enhance employee performance.

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