

THE EFFECT OF TRANSACTIONAL LEADERSHIP AND JOB SATISFACTION ON PERFORMANCE WITH INTRINSIC MOTIVATION AS AN INTERVENING VARIABLE IN THE CENTRAL ACEH REGIONAL POLICE

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ABSTRACT

This study aims to analyze the effect of transactional leadership and job satisfaction on police personnel performance with intrinsic Motivation as an intervening variable in Central Aceh City Police Personnel, for the dependent variable of this study is transactional leadership, and job satisfaction for the independent variable is personnel performance, for the intervening variable is intrinsic Motivation. The population in this study is Central Aceh Police personnel totaling 649. The sampling technique used proportionate stratified random sampling and obtained a sample of 168 respondents who were Central Aceh Police Police, the research method used was quantitative method, for data analysis method using Structural Equation Modeling (SEM). The results of this study show that the first structural analysis showed transactional leadership and job satisfaction had a significant effect on intrinsic Motivation, and then the second structural analysis showed transactional leadership, job satisfaction, and intrinsic Motivation had a significant effect on the performance of Central Aceh Police personnel, while intrinsic Motivation as an intervening variable, partially mediating transactional leadership relationships and job satisfaction with the performance of Central Aceh police personnel.

Keywords: transactional leadership, job satisfaction, motivation, performance

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INTRODUCTION

The Resort Police Organization (abbreviated as Polres) is the command structure of the Indonesian National Police in the regency/city area. Polres is responsible for confectionery in the district or city government and oversees several Polsek (Police Sector) to serve the community in regional security issues the police need reliable human resources quality education, the provision of various social facilities, and adequate employment in the context of community services, the main challenge that the Central Aceh Police face is how to create human resources that can produce optimal organizational performance and commitment to achieve the goals of a company.

In line with the development of Central Aceh Police activities following the vision of the Aceh Regional Police, namely the realization of a professional, moral, and modern Aceh Police posture as a trusted protector, protector, and public servant in maintaining Kamtibnas and enforcing the law. So security organizations and institutions such as the Central Aceh Police were established to achieve certain goals that can only be achieved by cooperation between Central Aceh Police personnel, these institutions become very decisive for Police personnel in working for life, both for themselves and for their families. Research on transactional leadership style, job satisfaction, intrinsic Motivation, and personnel performance is a more effective model for achieving long-term success and developing productive and high-performing teams in a police organization.

Based on the background and problem formulation that has been conveyed above, this study aims to examine the influence of transactional leadership and job satisfaction on the intrinsic Motivation of the central Aceh regional police, then the influence of transactional leadership, job satisfaction, and intrinsic Motivation on the personel performance of the central aceh regional police, and the role intrinsic motivation between transactional leadership and job satisfaction on performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Transactional leadership

Transactional leadership is the process by which leaders and subordinates elevate each other to higher levels of morality and Motivation. "Leaders and followers raise one another to higher levels of mortality and motivation", where leaders seek to change their followers' awareness of ideals and moral values such as equality, justice, peace, and humanity rather than based on emotions, such as fear, jealousy, or hatred. According to (Wongyanon et al., 2015), transactional leadership is different from transactional leadership because transactional leaders do not adapt to the needs of followers or focus on their personal development. Transactional leaders exchange values with followers to develop their programs and those of followers (Matriadi et al., 2021).

Several studies have studied and examined leadership styles, including Transactional Leaders, who guide their followers toward achieving goals and task requirements. Transactional leaders drive or motivate their followers toward predetermined goals by clarifying their roles and tasks (Ejere & Abaslim, 2013). The More Traditional Transactional Leadership involves an exchange relationship between leaders and followers. Traditional transactional leadership includes an exchange relationship between leaders and followers. In research conducted, transactional leadership can involve values, but these values are relevant to exchange processes such as honesty, responsibility, and reciprocity (Marbawi, 2020); transactional leadership is a leadership style in which a leader focuses on interpersonal transactions between leaders and employees involving exchange relationships. These exchanges are based on agreements regarding goal classification, work standards, work assignments, and rewards.

Job Satisfaction

Job satisfaction is a state of happy or positive or pleasant emotions that result from assessing a job or work experience (Senen et al., 2020). Job satisfaction as a positive feeling about one's work in an organization job satisfaction a person can feel whether his job is pleasant or unpleasant to be done by an organization both business and government (Aziez, 2022). Job satisfaction is a pleasant emotional attitude and love of his job. This attitude is reflected by work morale, placement, discipline, and work performance. Rivai and Sagala (2014) said job satisfaction is an individual, each individual has a different level of satisfaction according to the value system that applies to him, (Pacquing, 2023).

According to (Bale & Pillay, 2021) two factors affect an employee's job satisfaction, namely: 1) intrinsic factors, which come from within, which employees bring since starting work, such as age, health conditions, gender, education, knowledge, abilities, skills, work experience, ways of thinking, work attitudes and so on, and 2) extrinsic factors, concerning things that come from outside the employee and those regarding his work, namely the physical condition of his work such as nature and type employment, supervision, payroll system, the opportunity to develop a career, employee placement, relations with colleagues, the organizational structure of the company, (Albdour & Altarawneh, 2014). Job satisfaction, described in salary satisfaction, promotion, supervision, and cooperation between workers, is very influential in improving their performance, but it is greatly influenced by a work culture that is conducive to workers to the organization.

Intrinsic Motivation

Motivation is a skill in combining employee interests and organizational interests so that employee desires are satisfied along with achieving organizational goals according to Robbins (2018), stating that Motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining goal, according to (Wongyanon et al., 2015), Motivation is a process that begins with a physiological or psychological deficiency that drives behaviors or drives aimed at goals or incentives. Transactional leaders exchange values with followers to develop their programs and those of followers, (Matriadi et al., 2021). The concept of Motivation includes 3 main elements that interact and depend on each other are as follows, needs are needs created when there

is no physiological or psychological balance for example, needs arise when cells in the body lose food to water or when there is no one else to act as a friend or companion.

Although psychological needs may be based on deficiency, sometimes they are not. For example, individuals with a strong need to progress may have a history of consistent achievement. (Ejere & Abaslim, 2013). Drives. With a few exceptions, a drive or motive is formed to reduce the need. Physiological urges can be defined as missing clues. Physiological and psychological impulses are actions that are oriented and generate impetus in grabbing incentives. It is a motivational process, for example, the need for food and drink, translated as the urge to hunger and thirst, and the need to make friends into the drive to affiliate (Marbawi, 2020), Incentives at the end of the motivation cycle are incentives, defined as all that will reduce a need and drive. Thus, obtaining incentives will tend to restore physiological or psychological balance and will reduce urges, eat, drinking, and make friends tend to restore balance and reduce existing urges. Food, water, and friends are incentives in this example.

Personnel Performance

Performance is the result of the work of an individual or an organization, in an increasingly competitive environment organizational management must be supported to improve its performance by perfecting the performance measurement system. Rivai (2010) suggests that performance is the action or activity of an organization in a period concerning several standards such as past or projected costs, based on efficiency, accountability or accountability of management, and the like. Performance is the output produced by the functions or indicators of a job or profession within a specific time (Al-Kharabsheh et al., 2023), in this case, work is the activity of completing something or making something that only requires energy and skills. Blue-collar workers carry out certain jobs; examples of jobs are bus drivers, housemaids, barbers, and so on (Ayu Putu Widani Sugianingrat et al., 2019).

Performance is real behavior displayed by each person as a work achievement produced by employees following their role in the company, so apparatus performance is essential in the company's efforts to achieve its goals, stated that performance is a process of how work takes place to achieve maximum work results (Siswoyo Adi Wijaya et al., 2023). Performance is the result of work that can be accomplished by a person or group of people in an organization, by the authority and responsibility of each of achieve the goals of the organization concerned is legal, does not violate the law, and following the norms and ethics of (Ari Lasta Irawan, Marbawi, 2023) and (Banuari et al., 2021).

Transactional Leadership And Intrinsic Motivation

The results of the analysis from previous studies prove that it turns out that transactional leadership has a positive influence on work motivation, the results of this study support the results of research proposed by Lumbanraja (2019), Sopiah (2008), Zulfikar (2020), Luthan (2015) and Robbins (2016), If the results of this study support existing theories, then basically transactional leadership directly affects work motivation, when reviewed in the process of applying style Transactional leadership in an organization and fostering employees who have characteristics such as: abilities, attitudes, values, personality, and learning who are able to carry out work successfully, transactional leadership is closely related to increasing work motivation.

H₁ = Transactional leadership influences the intrinsic Motivation of the central and regional police.

Job Satisfaction And Intrinsic Motivation

Several studies have been conducted studies between the relationship of job satisfaction variables to intrinsic Motivation; however, the focus of researchers so far has only been on the variable of keruja satisfaction, In the research of Zulfikar (2021), Permana (2020), Nasir (2021), Fakhrurrazi (2021) and Robbins (2015), the results of the research job satisfaction is measured through satisfaction, namely the job itself, the relationship with supervision, the work environment, salary given and promotion, where the results of the research there is an influence between job satisfaction and work motivation and this is supported by research by Lumbanraja (2018) and Siahaan (2017),

Robbins (2026) and Sopiah (2008) there is a significant effect of job satisfaction on employee work motivation.

H₂ = Job satisfaction influences the intrinsic Motivation of the central and regional police.

Transactional Leadership And Personel Performance

The results of the analysis from previous studies prove that it turns out that transactional leadership has a positive influence on employee performance in the organization, the results of this study support the results of research put forward by Lumbanraja (2019), Sopiah (2008), Zulfikar (2020), Fakhrurrazi (2021) and Robbins (2016), the results of the analysis prove that it turns out that transactional leadership style affects the performance of organizational employees, the results of this study do not support research by Ogbonna and Harris (2010) and Siahaan (2017), if the results of this study are related to actual conditions in government and private agencies, then the results of the study show that leadership style can affect organizational performance.

H₃ = There is an influence of transactional leadership on the personnel performance of the central Aceh regional police.

Job Satisfaction And Personel Performance

The relationship between job satisfaction affects personnel performance, the results of this study do not support the results of this study stated by Marbawi (2018), Robbins (2015), Sopiah (2008), Zulfikar (2020), Fakhrurrazi (2021) and Nasir, Muhammad (2021), the results of the analysis prove that job satisfaction affects employee performance in the organization, job satisfaction in terms of job suitability, liking work, work discipline and personnel promotion carried out by the leadership, thus job satisfaction can affect the performance of Central Aceh police personnel and every personnel who has integrity, loyalty and commitment will guarantee their satisfaction in working for the organization concerned.

H₄ = There is an influence of job satisfaction on the personnel performance of the central Aceh regional police.

Intrinsic Motivation And Personel Performance

Intrinsic Motivation has a close relationship with the performance of pesonil in police organizations, the results of the analysis prove that there is a significant influence of intrinsic Motivation on personnel performance, the results of this study support Zulfikar's research (2019); Sopiah (2008) ; Yusriadi (2020), Suratno (2020), Bangun (2012) and Luthans (2015). This condition can be explained by an employee or police personnel motivated to work on work, achievements to be achieved, responsibilities, colleagues and a decent work environment then these conditions will guarantee a sense of security for the personnel concerned.

H₅ = There is an influence of intrinsic Motivation on the personel performance of the central aceh regional police.

RESEARCH METHODS

Data and Sample

According to (Joseph F. Hair JR, 2017) "Population is a combination of all elements in the form of events, things or people who have similar characteristics that are the center of a researcher's attention because it is seen as a universe of research. So the Population in this study is the apparatus performance of the Aceh Province Police Service as many as 649 respondents. The sample is a subset of the Population, consisting of several members; in this study, the sampling technique was carried out by the stratified random sampling method, so the sample in this study was 168 in the apparatus of the central aceh regional police.

The research conducted uses primary data obtained through respondents of company employees, where respondents will provide written responses in response to the statements given, the source of the data in this study is primary data, then the data collection technique used in this study is to use a questionnaire, a questionnaire is a tool in the form of a series of questions submitted in writing submitted to subjects to get answers in writing from the apparatus Of the Aceh Province Police Service analyzes the transactional leadership, organization culture, job satisfaction, and apparatus performance in of the central aceh regional police.

Data Analysis

The data analysis method is carried out after collecting data and information in the field, so to manage the data and information, the author uses The Structural Equation Model (SEM) method in the model and hypothesis testing. The authors use the Structural Equation Model (SEM) method in the model and hypothesis testing; SEM or structural equation models are a set of statistical techniques that allow testing a series of relative relationships complicated cumulatively (Joseph F. Hair JR, 2017). In this study, two types of analytical methods are used, namely:

1. Confirmatory factor analysis in SEM is used to confirm the most dominant factors in a group of variables.
2. Regression Weight in SEM is used to examine how much influence between the variables.

RESULT AND DISCUSSION

The analysis of the confirmatory factor or CFA of the exogenous construct consists of two latent variables, namely transactional leadership, job satisfaction and intrinsic Motivation, where 5 indicators form the personel performance variable, work engagement is formed with 4 indicators and transactional leadership is developed with 5 indicators. In contrast, 5 indicators form the endogenous construct of the organization commitment variable. In contrast, apparatus performance is formed by 5 indicators, to see the indicators that make up the latent construct, then a CFA test is performed for each latent variable can be described below. Based on the results of data analysis that has been collected on 168 respondents.

Results of Confirmatory Factor Analysis for Exogenous Constructs is used to test the unidimensionality of the latent constructing indicators above-showing loading factors of all the exogenous latent constructing indicators > 0.60 so the results of the measurement model following the criteria specified in SEM so that the measurement model can proceed next step. The endogenous constructive CFA test consists of a intrinsic motivation construct of 5 indicators and personnel performance with 5 indicators based on a confirmatory analysis of the construct. The results of the Confirmatory Factor Analysis for the endogenous are used to test the unidimensionality of the latent constructing indicator having a loading factor for all endogenous construct constructing indicators > 0.60 . The next stage can be continued for structural equation model analysis (Full SEM model); see Figure 2.

The results of the structural model for the endogenous contract of Figure 2 above used to test the unidimensionality show the value of the model results following the goodness of fit criteria so that the model can be accepted.

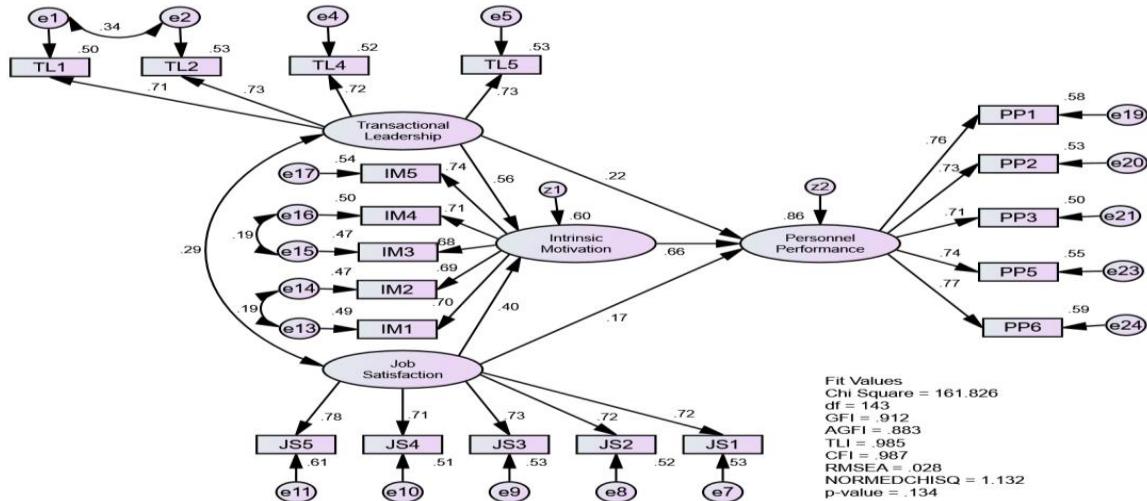


Figure: 2 Full Model Structural Equation Modeling (SEM)

Table 1 shows that the suitability test of this model produces a good level of acceptance of the fit model so that it can be concluded that the resulting model can test the hypotheses that have been prepared and can answer all the above problem formulations.

Table 1. Goodness of Fit Index to Full Model

Goodness of Fit Index	Cut-off Value	Result Analysis	Model Evaluation
X ² -Chi-Square	Exspected small	161.826	Good
Probability	≥ 0.05	0.134	Good
GFI	≥ 0.90	0.912	Good
AGFI	≥ 0.90	0.883	Good
CFI	≥ 0.95	0.987	Good
TLI	≥ 0.95	0.985	Good
CMIN/DF	≤ 2	1.132	Good
RMSEA	≤ 0.08	0.028	Good

Source: The result of the study is analyzed by Amos (2023)

Based on the results of data analysis using a structural model (SEM) and to answer the hypotheses that have been prepared above, the results of this study will be reported with theory, expert opinion, and previous research, namely:

Table 2: The Influence of Construct Eksogen toward Construct Endogen

Regression Weights		Est.	Est.	S.E.	C.R.	P
			Std.			
Intrinsic_Motivation	<--- Transactional_Leadership	.555	.556	.099	5.575	***
Intrinsic_Motivation	<--- Job_Satisfaction	.381	.404	.082	4.639	***
Personnel_Performance	<--- Transactional_Leadership	.235	.224	.104	2.260	.024
Personnel_Performance	<--- Intrinsic_Motivation	.700	.664	.143	4.900	***
Personnel_Performance	<--- Job_Satisfaction	.164	.165	.076	2.146	.032

Source: The result of the study is analyzed by Amos (2023)

Based on Table 2 above shows that the results of structural equation (SEM) have been analyzed according to the stages in SEM modeling, including confirmatory factor analysis, convergent validity,

construct reliability, discriminant validity, and SEM assumptions that have met the requirements of structural models.

The direct influence of transactional leadership on intrinsic Motivation has an estimated value of 0.556 (55.6%) and a significant value of 0.000 less than 0.05 it can be concluded that there is a considerable influence and accepts the first hypothesis (H_1), which states transactional leadership has a positive and significant effect on intrinsic Motivation of the central aceh regional police.

The direct influence of job satisfaction on intrinsic Motivation has an estimated value of 0.404 (40.4%) and a significant value of 0.000 less than 0.05, which means that there is a considerable influence and accepts the second hypothesis (H_2) which states that job satisfaction has a positive and significant effect on intrinsic Motivation of the central aceh regional police.

The direct influence of transactional leadership on personnel performance has an estimated value of 0.224 (22.4%) and a significant value of 0.024 greater than 0.05, which means that there is a considerable influence and accepts the first hypothesis (H_3), which states transactional leadership affects on personnel performance of the central aceh regional police.

The direct influence of job satisfaction on personnel performance has an estimated value of 0.165 (16.5%) and a significant value of 0.032, smaller than 0.05, which means that there is a considerable influence and accepts the first hypothesis (H_4), which states that job satisfaction affects the personnel performance of the central aceh regional police.

The direct effect of intrinsic Motivation on personnel performance has an estimated value of 0.664 (66.4%) and a significant value of 0.000 smaller than 0.05, which means that there is an influence so that it accepts hypothesis seven (H_5) which states that intrinsic Motivation has a positive and significant effect on the personnel performance of the central aceh regional police.

CONCLUSION

Transactional leadership has a positive and significant effect on the intrinsic Motivation of the central aceh regional police. Job satisfaction positively and significantly affects the intrinsic Motivation of the central aceh regional police. Transactional leadership positively and significantly affects the personnel performance of the central aceh regional police. Job satisfaction positively and significantly affects the personnel performance of the Aceh Province Police Service. Intrinsic Motivation positively and significantly affects the personnel performance of the central aceh regional police.

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