



THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, COMMUNICATION, AND MOTIVATION ON JOB SATISFACTION OF STATE CIVIL APPARATUS (ASN) (STUDY OF KENDARI CITY SOCIAL SERVICE)

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ABSTRACT

The purpose of this study was to determine and analyze: (1) The influence of transformational leadership on the job satisfaction of the State Civil Apparatus (ASN) at the Kendari City Social Service (2) The effect of communication on the job satisfaction of the State Civil Apparatus (ASN) at the Kendari City Social Service. (3) The influence of motivation on job satisfaction of the State Civil Apparatus (ASN) at the Kendari City Social Service

The results showed that: (1) Transformational leadership has a significant positive effect on job satisfaction of the State Civil Apparatus (ASN) at the Kendari City Social Service. (2) Communication has a significant positive effect on job satisfaction of the State Civil Apparatus (ASN) at the Kendari City Social Service. (3) Motivation has a significant positive effect on job satisfaction of the State Civil Apparatus (ASN) at the Kendari City Social Service.

Keywords: *Transformational Leadership, Communication, Motivation, and ASN Job Satisfaction*

INTRODUCTION

Every organization, both social organizations and business organizations will be faced with human resource problems. The involvement of human resource management is very closely related to the management of other human resources in the organization. So that lately, it is not impossible if there is a tendency for greater attention to humans as a determinant of organizational success, including in this case regarding leadership. Leadership has a strong influence on the running of the organization and the survival of the organization.

The success of a leader is very much influenced by his leadership model, which includes the ability to lead and interactions among leaders, subordinates-superiors, the organization, and the environment. The success of a leader in mobilizing other people or followers in achieving the goals that have been set is very dependent on authority, and also the leader in creating motivation within each of the subordinates, colleagues, and superiors of the leader himself.

One of the appropriate leadership models for dealing with all changes and increasing the proactive attitude of employees and employees is the transformational leadership model. According to Pawar and Eastman (in Utomo, 2002), research on leadership places more emphasis on transformational leadership. The transformational leadership model is believed to lead to superior performance in organizations that are facing renewal and change demands. A leader can transform his subordinates through four ways called Four I: 1) Idealized influence (charisma), 2) Intellectual stimulation, 3) Individualized consideration, 4) Inspiration motivation, (Bass and Avolio, 1994, in Hakim, 2014).

Achieving organizational performance requires effective communication. The members of the organization need to communicate with each other. Communication is an integral part of a management process, through effective communication harmonious cooperation can be developed to achieve goals (Robert Bacal: 2005). As GR Terry said (in Sopiah: 2008) communication is at the top regarding what must be made and done to produce effective motivation, communicative efforts affect employee performance.

Communication that takes place in an organization occurs from interactions between individual organizations, namely interactions between everyone in the organization, both superiors, and subordinates. Ongoing communication within the organization, of course, must be easily understood and conveyed completely and on target by superiors and subordinates. Effective communication will be able to create a harmonious atmosphere. With effective communication, subordinates will feel that their performance is valued, and both parties can feel satisfied and comfortable with information, media, and organizational relationships (Pace and Faules, 2001: 165).

In addition to communication, in an organization achieving goals with all its processes requires motivation. Motivation is one of the important factors that can encourage an employee to work. Motivation is an individual's willingness to expend high effort to achieve organizational goals (Robbins: 2008). In improving employee performance, work motivation factors from superiors are very important. Motivation is a driving force for someone to carry out activities to get the best results. Therefore, it is not surprising that employees with high work motivation usually have high performance (Anwar Prabu Mangkunegara: 2005).

Leaders in the organization can be continued in the positions that are in them if holding a leadership position, leadership role, communication or motivation that becomes a driving force in running the organization are three things that must be implemented in an organization so that the interrelation of the three is something that will the realization of job satisfaction which will ultimately lead to a significant increase in performance. Communication is an important part of the work life of an organization. This is understandable, because poor communication has a broad impact on organizational life, such as conflict between employees, and conversely effective communication can increase mutual understanding, cooperation, job satisfaction, and performance. From the results of Hidayah's research (2009: 78) it is known that communication has a positive and significant influence on employee job satisfaction. Robbins (2006: 391) says that poor communication is most often referred to as a source of interpersonal conflict. Because individuals spend almost 70% of their waking hours communicating, i.e. writing, reading, speaking, and listening, it is reasonable to conclude that one of the forces that most hinder successful group performance is the lack of effective communication.

In line with the illustration above, the Social Service in the Kendari City environment, regarding ASN job satisfaction has not been optimal in achieving performance results. If this continues continuously, it will have implications for employee performance and the achievement of organizational goals.

LITERATURE REVIEW

Transformational Leadership Style

Transformational leadership style is a leader who stimulates and inspires (transforms) his followers for extraordinary things according to Robbins in Emron Edison et al (2016, p.98). With transformational leadership, followers feel trust, admiration, loyalty, and respect for the leader, and they are motivated to carry out more than they expected according to Yukl in Emron Edison et al (2016, p.98).

Transformational leadership style is a type of leader who inspires his followers to put aside their interests and has extraordinary influencing abilities according to Indra Kharis (2015). Transformational leadership inspires their followers not only to believe in themselves but also to believe in their potential to envision and create a better future for the organization. Transformational leaders create major changes, both within themselves and their organizations Emron Edison et al (2016, p.98).

Formal Organizational Communication

Formal organizational communication is a communication process that is official and is usually carried out in formal institutions through command lines or is instructive, based on the organizational structure by actors who communicate as organizational officers with their respective statuses whose purpose is to convey messages related to official interests. Communication can also be said to be formal when communication between two or more people in an organization is carried out based on the principles and organizational structure.

Arni Muhammad (2009:65) says that organizational communication is the sending and receiving of information in complex organizations. Included in this field are internal communication, human relations, management union relations, downward communication or communication from superiors to subordinates, upward communication or communication from subordinates to superiors, horizontal communication or communication from people at the same level/level in the organization, communication skills and speaking, listening, writing and communication program evaluation.

Motivation

The company not only expects employees who are capable, capable, and skilled but most importantly they want to work hard and want to achieve optimal work results. Motivation is a process

Psychology is fundamental and is one of the determining factors in achieving organizational goals. To facilitate understanding of work motivation, below put forward some notions of motivation according to experts.

The definition of motivation according to Daft (2011: 373) is: "Motivation can be interpreted as a force that arises from within and from outside a person and arouses enthusiasm and perseverance to achieve something desired". According to Kanfer (Jones and George 2007) quoted by Solihin (2010: 152) in the Introduction to Management book: "Motivation is a psychological force that will determine the direction of a person's behavior, the level of effort of a person and the level of resilience when that person is faced with various obstacles."

Job satisfaction

Job satisfaction is an important thing that is owned by each employee in the organization. Because by having job satisfaction on yourself an employee at work will further spur his participation in every activity activities to achieve organizational or corporate goals. According to Veithzal Rivai and Ella Jauvani Sagala (2009: 856), the notion of job satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work. Understanding that states job satisfaction According to Edy Sutrisno (2010: 74) an attitude of employees towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors.

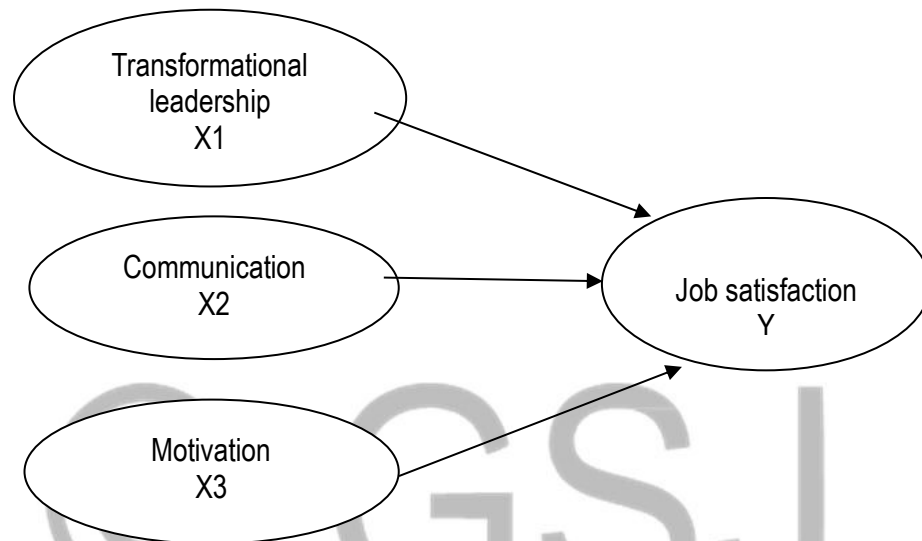
According to AA Anwar Prabu Mangkunegara (2009:117), job satisfaction is a feeling that supports or does not support employees who related to their work and their condition. Based on the understanding of some of the experts above, it can be concluded that: the notion of job satisfaction is the feeling of pleasure and

satisfaction experienced by someone in doing their job.

Conceptual Framework

To have a complete understanding of the study of increasing job satisfaction through transformational leadership, communication, and motivation, the research is outlined in the form of a framework model conceptual. It can be said that the increase in job satisfaction through transformational leadership, communication, and employee motivation has a close relationship. So that one with the other can not be separated. Based on the relationship between the variables described earlier, a conceptual framework is created as follows:

Figure 1. Research Conceptual Framework



Hypothesis

Based on the exposure to the conceptual framework, the research hypotheses taken in this study are as follows:

1. Transformational leadership has a positive and significant effect on job satisfaction at the Kendari City Social Service.
2. Communication has a positive and significant effect on job satisfaction at the Kendari City Social Service.
3. Motivation has a positive and significant effect on job satisfaction at the Kendari City Social Service.

RESEARCH METHODS

The object of this study focuses on transformational leadership, communication, work motivation, and job satisfaction of the State Civil Apparatus (ASN) at the Kendari City Social Service. This research is research quantitative descriptive, namely collecting, compiling, managing, and analyzing data in the form of numbers which in practice are given certain treatments that are examined in it.

The population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2009:137). The population in this study were all civil servants at the Kendari City Social Service, totaling 40 people. Sugiyono (2013: 118) argues that the sample is part of the number and characteristics possessed by the population. The sample in this study was taken based on a census sampling technique, namely taking the total number of parts of the population.

In this study the authors use data:

1. Qualitative is defined as data that approaches and characterizes something. This data can be observed and recorded. This data type is non-numeric. This type of data is collected through observation, one-on-one interviews, conducting focus groups, and similar methods. Qualitative data in statistics is also known as categorical data - data that can be arranged categorically based on the attributes and characteristics of a thing or phenomenon.
2. Quantitative is data or information obtained in the form of numbers such as tabulations and recapitulation of respondents' answers, number of employees, and others. In the form of this number, quantitative data can be processed using mathematical formulas or can also be analyzed with statistical systems. Because the data obtained will be in the form of numbers from the results of the respondents' questionnaire answers. The numbers obtained will be further analyzed in data analysis. This research consists of four variables, namely formal communication, job satisfaction, and motivation as independent variables and employee performance as the dependent variable.

Data sources are anything that can provide information about data. Sources of data in this study are divided into two, namely primary data and secondary data.

1. Primary data is data created by researchers for the specific purpose of solving the problem being handled. The data were collected by the researchers themselves directly from the first source or where the research object was conducted, namely in the form of a questionnaire. according to Nur Indrianto and Bambang Supono (2013: 142), primary data is: "Primary data is a source of research data obtained directly from sources (not through intermediary media)". Examples of primary data are data obtained from respondents through questionnaires, focus groups, and panels, or also data from interviews with researchers with informants.
2. Secondary data is data that has been collected for purposes other than solving the problem at hand. This data can be found quickly. In this study, the sources of secondary data were literature, articles, journals, and sites on the internet related to the research being conducted (Sugiyono, 2009). Secondary data was obtained from various sources, namely literature articles, as well as sites on the internet related to the research being conducted.

Data Collection Technique

1. Questionnaire
According to Sugiyono (2013: 142), a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. The main objective in making a questionnaire is to (a) obtain information that is relevant to the survey objectives, (b) obtain information with the highest possible reliability and validity (Singarimbun and Effendi, 2006: 145). Questionnaires are appropriate when the number of respondents is large enough and spread over a large area. The questionnaire was made using multiple choice using an ordinal scale, where each question item was divided into five scales, namely strongly agree (score 5), agree (score 4), neutral (score 0), disagree (score 2), and strongly disagree (score 2). score 1). The ordinal scale is used to measure attitudes and opinions.
2. Documentation
The documentation method in this study is intended to obtain data using documentation, namely studying documents related to all the data needed in the research. According to Sugiyono (2013: 240), documentation can be in the form of writing, pictures, or monumental works of a person.

Data Analysis Techniques

This study uses two kinds of analysis, namely descriptive statistical analysis and Partial Least Square (PLS) on the data obtained in the field. Descriptive analysis is used to describe each research variable. While the quantitative technique is used to see the strength and weaknesses of the influence between the

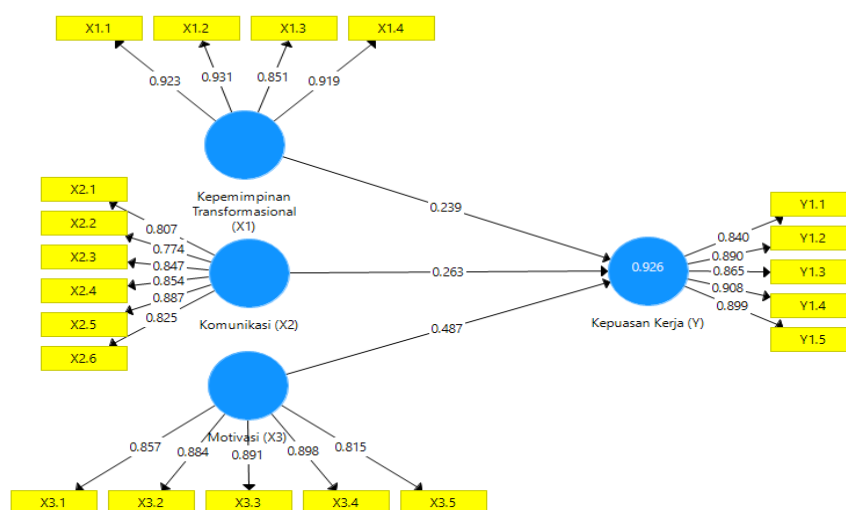
independent variables and the dependent variable, namely by analyzing the data that has been given a score according to the measurement scale that has been determined through an analysis technique based on Partial Least Square (PLS).

RESEARCH RESULT

Evaluation of the Measurement Model (Outer Model)

The evaluation of the latent variable measurement model was analyzed by looking at convergent validity. Convergent validity testing in PLS can be seen from the magnitude of the outer loading of each indicator on its latent variables. Outer loading above 0.70 is highly recommended, however, a loading factor value of 0.5-0.6 can still be tolerated, except for indicators that have an outer loading of less than 0.50 which can be dropped from the analysis (Ghozali, 2015). The results of the Partial Least Square analysis, the empirical model visually can be seen in Figure 2:

Figure 2. PLS Analysis Results



Source: SmartPLS Data Processed Results, 2022

Convergent Validity

Convergent Validity is to measure the validity of the indicator as a variable gauge which can be seen from the outer loading of each variable indicator. An indicator is said to have good validity if the outer loading value is above 0.70. Meanwhile, the outer loading value can still be tolerated for models that are still under development, except for indicators that have an outer loading of less than 0.50 which can be dropped from the analysis (Ghozali, 2006). Analysis of the outer loading value can also be carried out by comparing the t-statistic value above 1.96 or (p-value $\alpha < 0.05$), then the outer loading value is interpreted based on the contribution of each indicator to the latent variable.

Measurement of Transformational Leadership Variables (X1)

Variable measurement of transformational leadership is reflected through 4 (four) indicators namely: Charisma (Charisma) / Ideal Influence, Inspiration (Inspiration), intellectual stimulation (intellectual stimulation), and Individual Attention (Individualized consideration). Evaluation of the outer model or measurement model can be seen from the outer loading value of each compensation variable indicator which can be seen as

follows:

Table 1. Outer Loading Transformational Leadership (X1)

Indicator	Outer Loading
Charisma (Charisma) / Ideal Influence	0.923
Inspiration	0.931
Intellectual stimulation	0.851
Individual attention (Individualized consideration)	0.919

Source: SmartPLS Processed Results, 2022 (Appendix 10)

Based on the results of the measurement model in the table above, it shows that all valid indicators are used to reflect variable measurements transformational leadership has an outer loading value greater than 0.50.

If you look closely at the estimated value outer loading obtained, indicator Inspiration, and Charisma/Ideal Influence are strong indicators in reflecting transformational leadership variables because they have outer loading values of 0.931 and 0.923. Based on this, it shows that transformational leadership is largely determined by satisfaction with Inspiration and Charisma/Ideal Influence that exists in the Kendari City Social Service.

Communication Variable Measurement (X2)

Measurement of communication variables is reflected through 6 (six) indicators namely: Sender, Recipient, Message, Media, Effects, and Feedback. Evaluation of the outer model or measurement model can be seen from the outer loading value of each work environment variable indicator which can be seen as follows:

Table 2. Outer Loading Communication Variable (X2)

Indicator	Outer Loading
Sender	0.807
Recipient	0.774
Message	0.847
Media	0.854
Effect	0.887
Feedback	0.825

Source: SmartPLS Processed Results, 2022 (Appendix 10)

Based on the results of the measurement model in the table above, shows that all valid indicators are used to reflect variable measurements communication has an outer loading value greater than 0.50.

If you look closely at the estimated value of outer loading obtained, indicator effects and media are strong indicators in reflecting communication variables because they have outer loading values of 0.887 and 0.854. Based on this, it shows that communication is largely determined by satisfaction with the effects and media that exist at the Kendari City Social Service.

Motivation Variable Measurement (X3)

Measurement of communication variables is reflected through 5 (five) indicators namely: responsibility, work performance, opportunities for advancement, recognition for performance, and challenging work. Evaluation of the outer model or measurement model can be seen from the outer loading value of each work environment variable indicator which can be seen as follows:

Table 3. Outer Loading Motivation Variable (X3)

Indicator	Outer Loading
Responsibility	0.857
Work performance	0.884
Opportunity to advance	0.891
Recognition of performance	0.898
Challenging job	0.815

Source: SmartPLS Processed Results, 2022 (Appendix 10)

Based on the results of the measurement model in the table above, shows that all valid indicators are used to reflect variable measurements motivation has an outer loading value greater than 0.50.

If you look closely at the estimated value of outer loading obtained, indicator recognition of performance and opportunities for advancement are strong indicators in reflecting motivational variables because they have outer loading values of 0.898 and 0.891. Based on this, it shows that motivation is largely determined by satisfaction with Recognition of performance and Opportunities for advancement that exist in the Kendari City Social Service.

Job Satisfaction Variable Measurement (Y1)

Measurement of job satisfaction variables is reflected through 5 (five) indicators namely Jobs, Wages, Promotions, Supervisors, and Co-workers. Evaluation of the outer model or measurement model can be seen from the outer loading value of each indicator of the job satisfaction variable which can be seen as follows:

Table 4. Outer Loading Job Satisfaction Variable (Y1)

Indicator	Outer Loading
Work	0.840
Wages	0.890
Promotion	0.865
Supervisor	0.908
Work colleague	0.899

Source: SmartPLS Processed Results, 2022 (Appendix 10)

Based on the results of the measurement model in the table above, shows that as many as 5 valid indicators are used to reflect the measurement of job satisfaction variables because they have a value outer loading greater than 0.50.

If you look closely at the estimated value of outer loading obtained, indicator supervisors, and co-workers are strong indicators in reflecting job satisfaction variables because they have outer loading values of 0.908 and 0.899. Based on this, it shows that job satisfaction is largely determined by satisfaction with wages and co-workers at the Kendari City Social Service.

Discriminant Validity

Discriminant validity aims to test to what extent the latent construct differs from other constructs. A high value of discriminant validity indicates that a construct is unique and capable of explaining the phenomenon being measured. The way to test discriminant validity is to compare the square root value of the average variance extracted (\sqrt{AVE}) with the correlation and construct values.

Discriminant validity by using the square root of average variance extracted (\sqrt{AVE}). If the square root of the average variance extracted (\sqrt{AVE}) for each variable is greater than the AVE value and the correlation between latent variables and other latent variables, then the instrument variable is said to be discriminant valid. The results of discriminant validity values are presented in Table 5:

Table 5. AVE value, \sqrt{AVE} , and Correlation between Latent Constructs

Research variable	AVE	\sqrt{AVE}	Correlation			
			Job satisfaction	Transformational leadership	Communication	Motivation
Job satisfaction	0.822	0.906	0.907			
Transformational leadership	0.775	0.880	0.939	0.881		
Communication	0.694	0.833	0.916	0.915	0.833	
Motivation	0.756	0.869	0.942	0.946	0.889	0.870

Source: SmartPLS Processed Results, 2022 (Appendix 9)

Based on Table 5. shows that each latent construct has good discriminant validity because the value of the square root of average variance extracted (\sqrt{AVE}) for each variable is greater than the AVE value and the correlation between other latent variables. This means that the latent variable constructs of transformational leadership, communication, motivation, and job satisfaction have good discriminant validity. Thus, it can be concluded that overall the latent constructs in this study are unique and able to explain the phenomena being measured.

Composite Reliability

Composite reliability test the reliability value between the indicators of the constructs that make it up. The results of composite reliability are said to be good if the value is above 0.50 (Ghozali, 2015). The results of testing the composite reliability measurement model of this study can be presented in Table 6.

Table 6. Results of Testing the Reliability of Measurement Models and Instruments

Variable	Composite Reliability	Results
Transformational leadership	0.945	Reliable
Communication	0.932	Reliable
Motivation	0.939	Reliable
Job satisfaction	0.949	Reliable

Source: SmartPLS Processed Results, 2022 (Appendix 8)

The test results in Table 6 obtained values composite reliability transformational leadership, communication, motivation, and job satisfaction indicate that the four latent variables studied have good reliability because their values are ≥ 0.50 . Thus all the instruments used in this study have met the criteria or are feasible to be used in measuring all variables because they have good reliability or level of suitability and reliability.

Evaluate the Goodness of the Fit Model

Tests on the structural model are evaluated by taking into account the percentage of the variance described, namely looking at the R^2 value for the dependent latent variable. The closer to the value 1 means the better the model. Likewise, if it is below 0 (zero), it indicates that the model lacks predictive relevance. The results of the analysis are presented in the following table:

Table 7. R^2 Test Results

Structural Models	Dependent Variable Model	R Square
1	Job Satisfaction (Y1)	0.926

Source: SmartPLS Processed Results, 2022 (Appendix 7)

Based on the processed data, a predictive-relevance value of $Q^2 = 0.92$ or 92% is obtained. This means that the accuracy or precision of this research model can explain the diversity of variables of transformational leadership, communication, motivation, and job satisfaction, amounting to 92%. The

remaining 8% is explained by other variables that are not included in this research model.

Structural Model Testing and Research Hypothesis

The structural model (inner model) is evaluated by looking at the coefficient value of the path parameter of the relationship between latent variables. Structural model testing (inner model) carried out after the relationship model built in this research is under the observed data and the suitability of the model as a whole (Q-Square). The purpose of testing the structural relationship model is to find out the relationship between the latent variables designed in this study. From the output of the PLS model, structural model and hypothesis testing are carried out by looking at the estimated value of the significant path coefficient at $\alpha = 0.05$. The description of the results of testing the relationship between the research variables is explained as follows:

Testing the hypothesis and the Path Coefficient of Direct Influence

Testing the hypothesis and the path coefficient of direct influence between variables, transformational leadership, communication, and motivation. Of the three direct effects tested, all have a positive effect on job satisfaction. The results of the complete data analysis can be seen in Table 8 below:

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership (X1) -> Job Satisfaction (Y)	0.239	0.249	0.122	1,960	0.025
Communication (X2) -> Job Satisfaction (Y)	0.263	0.262	0.128	2,056	0.020
Motivation (X3) -> Job Satisfaction (Y)	0.487	0.479	0.132	3,629	0.000

Source: SmartPLS Data Processed Results, 2022

DISCUSSION

The Influence of Transformational Leadership on Job Satisfaction of State Civil Servants (ASN)

Based on the results of the research, it can be seen that transformational leadership can have a positive and significant effect on ASN job satisfaction at the Kendari City Social Service. This means that good transformational leadership perceived on charisma indicators / ideal influence, inspiration (inspiration), intellectual stimulation (intellectual stimulation), and individualized attention (individualized consideration) can have a positive and significant effect on job satisfaction of the State Civil Apparatus (ASN) at the Kendari City Social Service which is reflected in the indicators of employment, wages, promotions, supervisors, and co-workers.

Empirical facts show that Charisma (*Charisma*) / Ideal influence has been well perceived by the respondents. This means that superiors behave politely to subordinates in carrying out office work, superiors treat their subordinates with dignity, superiors respect subordinates according to their main duties and functions and superiors are friendly in communicating with subordinates in carrying out office duties. Based on this, it can be seen that the charisma indicator is more dominant in influencing employee job satisfaction because it has the highest average value. Indicators of Inspiration (Inspiration) are well perceived by respondents. This means that leaders are always passionate about communicating the problems of the organization's future work, leaders always motivate subordinates to develop ideas, and leaders provide opportunities for their subordinates to be creative in overcoming the problems they face.

The results of this study are in line with Miftah Nugroho Arfattola (2020) and Hidataullah (2010: 39) who found that "transformational leadership variables have a significant positive effect on job satisfaction. Then also supports research conducted by Yukl, (2007: 224) that "transformational leadership as a leader who has the power to influence subordinates in certain ways. With the application of transformational leadership, subordinates will feel trusted, valued, loyal, and respected by their leaders, and in the end subordinates will

have satisfaction at work, so they do more than expected.

Communication has a Positive and Significant Effect on Job Satisfaction for State Civil Servants (ASN)

Based on the research results, it can be seen that communication has a positive and significant effect on job satisfaction as perceived by respondents as reflected in the indicators: sender, receiver, message, media effects, and feedback can have a positive and significant effect on job satisfaction in the Kendari City Social Service Civil Apparatus (ASN).

The results showed that the sender indicator of the communication variable was well received by the respondents. This means that the leader in building communication with subordinates always coordinates tasks among members of the organization, the leader guarantees a unidirectional understanding, and the instructions given by the leader are very clear and straightforward.

In line with the illustration of the discussion of the research results mentioned above, it can be seen that the sending indicator is more dominant in influencing job satisfaction because it has the highest average value. This means that in communicating information, the leader's instructions are very concerning to subordinates. Downward communication shows the flow of messages flowing from superiors or leaders to their subordinates (Arni Muhammad, 2009:108). According to Robbins (2008: 7) this communication is used by group leaders and managers to set goals, convey instructions, inform policies and procedures to employees, point out issues that require attention, and offer feedback on performance. Many factors influence job satisfaction, one of which is communication within the organization. Arni Muhammad (2009: 65) said that organizational communication is the sending and receiving of information in complex organizations. Things included in this field are internal communication, human relations, management union relations, downward communication or communication from superiors to subordinates, upward communication or communication from subordinates to superiors, and horizontal communication or communication from people at the same level in the organization, communication skills and speaking, listening, writing, and communication program evaluation.

Research agrees with Rita (2005), which states that job satisfaction can be increased through positive and significant communication. This means that the better the communication is, the job satisfaction of the State Civil Apparatus (ASN) for the Kendari City Social Service will increase. The results of this study are under previous studies conducted by Dwijayanti (2013) and Diatmika (2013) and Lim (2008) who found that communication has a positive and significant effect on employee job satisfaction.

Motivation Positive and Significant Effect on Job Satisfaction of the State Civil Apparatus (ASN)

Based on the results of the research, it can be seen that motivation has a positive and significant effect on ASN job satisfaction at the Kendari City Social Service. This means that good work motivation of the State Civil Apparatus (ASN) which is perceived on indicators: responsibility, work performance, opportunities for advancement, recognition for performance, and challenging work can increase job satisfaction through motivation.

The results showed that the indicators of responsibility from the motivation variable were well received by the respondents. This means that in building motivation with subordinates, leaders always coordinate tasks among members of the organization. Leaders motivate subordinates about the importance of the vision and mission of the organization so that all subordinates are encouraged to have the same vision. This shared vision motivates subordinates to work together to achieve long-term goals with optimism. So that leaders not only inspire individual enthusiasm but also team spirit.

In line with the illustration of the discussion of the research results mentioned above, it can be seen that work performance indicators are more dominant in influencing job satisfaction because they have the highest average value. This means that the leadership in motivating employees is very good. Motivation can be interpreted as a force that arises from within and from outside a person and arouses enthusiasm and perseverance to achieve something desired. According to Kanfer (Jones and George 2007) quoted by Solihin (2010: 152) in the Introduction to Management book: "Motivation is a psychological force that will determine the direction of a person's behavior, the level of effort of a person and the level of resilience when that person is faced with various obstacles." Desire and enthusiasm for work can be increased based on consideration of the existence of two static aspects of motivation, according to Hasibuan (2010: 145) two aspects, static motivation, namely: a. The first aspect of static motivation appears as a basic human need which is the basis for expectations that will be obtained through the achievement of organizational goals, b. The second aspect

of static motivation is in the form of a stimulant or intensive tool that is expected to fulfill what is the expected basic need.

Research Limitations

This research has been carried out maximally, but this research is inseparable from various limitations including the scope of discussion and the limited variation of respondents, so this research has the following limitations:

1. This research is limited to the number of samples or research respondents.
2. This research was only conducted at one research location, namely the Social Service Office of Kendari City.
3. The results of this study were obtained from a certain time or only the work behavior of the State Civil Apparatus (ASN) at other times not included in this study.

The research results are limited to the variables studied, while many other factors influence the satisfaction of the performance of the State Civil Apparatus (ASN) such as the influence of incentives, working conditions, colleagues, promotions, and other influencing factors.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research and discussion, several conclusions can be put forward as follows:

1. Transformational leadership has a positive and significant effect on ASN job satisfaction at the Kendari City Social Service. This means that transformational leadership is well perceived in indicators of charisma (charisma) / ideal influence, inspiration (inspiration), intellectual stimulation (intellectual stimulation), and individualized attention (individualized consideration) can increase the job satisfaction of the State Civil Apparatus (ASN) at the Kendari City Social Service which is reflected in the indicators jobs, wages, promotions, supervisors, co-workers.
2. Communication has a positive and significant effect on job satisfaction as perceived by respondents as reflected in the indicators: sender, receiver, message, media effects, and feedback can increase job satisfaction in the Kendari City Social Service's State Civil Apparatus (ASN). The results showed that the sender indicator of the communication variable was well received by the respondents. This means that the leadership in building communication with subordinates is always coordinating tasks among members of the organization, the leadership guarantees a unidirectional understanding, and the instructions given by the leadership are very clear and straightforward.
3. Motivation has a positive and significant effect on job satisfaction at the Kendari City Social Service. This means that the good work motivation of the State Civil Apparatus (ASN) is perceived on the indicators: of responsibility, work performance, opportunities for advancement, recognition for performance, and challenging work can increase job satisfaction through motivation. The results showed that the indicators of responsibility from the motivation variable were well received by the respondents. This means that the leadership in building motivation with subordinates is always coordinating tasks among members of the organization, the leader motivates subordinates about the importance of the vision and mission of the organization so that all subordinates are encouraged to have the same vision. This shared vision motivates subordinates to work together to achieve long-term goals with optimism. So that leaders not only inspire individual enthusiasm but also team spirit.

Suggestion

Based on these conclusions, several things are suggested to be implemented as follows:

1. To optimize the variable of transformational leadership, the State Civil Apparatus (ASN) is allowed to continue to maintain and improve job satisfaction, compensation, and work environment by continuously evaluating and providing direction and attention to the State Civil Apparatus (ASN).
2. To optimize the communication variable, the State Civil Apparatus (ASN) should be allowed to build communication with their subordinates and always coordinate tasks among members of the organization, the leadership guarantees a unidirectional understanding, and the instructions given by

the leadership are very clear as well as being allowed to express opinions so that employees are more active in various activities in the office.

3. To optimize the motivation variable, the State Civil Apparatus (ASN) is allowed to optimize motivation for employees to be free to express themselves at work and view the State Civil Apparatus (ASN) the same way.
4. For future researchers, it is advisable to increase the number of other variables that contribute to increasing employee job satisfaction and develop this research on other indicators.

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