

# **CHAPTER 1**

## **INTRODUCTION**

### **A. Background**

The Regional Personnel, Education, and Training Agency (BKD) of the Tegal Distric Government is an element of implementing certain tasks of the Regional Government in the fields of Regional Personnel, Education, and Training in accordance with its scope of duties. The Regional Personnel, Education, and Training Agency is led by an Agency Head who reports directly to the Regent via the Regional Secretariat. The objectives of the Regional Personnel, Education, and Training Agency (BKD) of Tegal Distric are described in the organization's mission statement as follows: Improving the professionalism of ASN and implementing a merit system in ASN management. Improving organizational governance of the Tegal Distric Regional Personnel, Education, and Training Agency (BKD). as well as in the target of the Regional Personnel, Education, and Training Agency (BKD) of Tegal Distric as follows: increasing the ASN proportionality index and implementing a merit system in ASN management based on qualifications, competence, and performance that is applied fairly and fairly without discrimination.

For the number of employees of the Regional Personnel, Education, and Training Agency of the Tegal Distric Government, there are 27 men and 26 women, for a total of 52 respondents, who will be the sample population of the study.

In organizational life, the human factor is the most important factor in every activity within it. All actions taken in each activity are supported and determined by humans who are members. In an organization or in an agency, human resources are the main people who need to be considered, and that's why the leader of a company Companies or organizations are required to be able to manage their human resources in order to become a driving force for the survival of a company or organization. Often, the role of human resources becomes less than optimal because of a lack of attention to the human resource management system, so there are many conditions of dissatisfaction in organizational members or workers in a company that result in the exit of a member of the organization or a resignation from the company where they work. Human resources require special attention for human resource management.

In many situations, success in managing human resources is always closely related to leadership style. Leadership style is also a trigger for the development or failure of an organization or company. Therefore, both in private and government companies, the leadership style always affects satisfaction, which has an impact on improving performance.

Transformational in principle, it motivates subordinates to do better than what is usually done. In other words, it can increase the confidence or self-confidence of subordinates, which will affect the performance that they represent as fulfilled job satisfaction. Miller et al. (1991) stated that leadership style has a positive relationship with employee job satisfaction. According to Tjahjono (2004), there are many ways to understand and explain the phenomenon of leadership in organizations. Leadership plays

an important role both in terms of upholding justice in carrying out human resource (HR) practices and in providing inspiration for members (Tjahjono, 2009a and 2009b).

Previous research stated that the research conducted by Koh et al. (1995), Heru Purnomo & Muhammad Cholil (2010), Pangesti et al. (2013), and Agustina Ritawati (2013) shows that there is a significant relationship between transformational leadership and job satisfaction. Research on the importance of leadership began in the 1920s, with research confirming the importance of leadership in making a difference in employee job satisfaction. Several studies were conducted during the 1950s to investigate how managers could use their leadership behaviors to increase employee job satisfaction (Northouse, 2004). Leaders who can be examples in their work, have charisma, and treat employees as individuals who need attention and are able to listen to the aspirations of their subordinates will be preferred.

A survey on May 31, 2021 to the secretary of the Regional Personnel, Education, and Training Agency of the Tegal Distric Government found that employees feel that the relationship with the leader (Head of the Agency) is not in accordance with their wishes. The leader still has an ego that cannot be balanced with work. So, when working, employees are less enthusiastic and less cooperative, which often results in employees making mistakes at work. In addition, the leader has not been able to accept a complaint (input) from employees, and the leader is still adapting to the environment, and it is difficult to join other employees to directly communicate (problem 2 years ago). During the research from December 2, 2021 to December 13, 2021, another observation through the secretary of the Regional Personnel, Education, and Training Agency of the Tegal Distric

Government said that the leader had corrected his mistakes at work. The leader, together with the planning subdivision, made a mission and goals that would be a reference for every employee and leader to have a transformational leadership pattern so that every problem can be resolved properly and correctly.

So, based on this background, the authors are interested in researching and reviewing the problem with the title "The Influence of Transformational Leadership, Distributive Justice of Performance Benefits, and Intrinsic Motivation on Job Satisfaction of State Civil Servants (ASN)" Studies at the Regional Personnel, Education, and Training Agency (BKD) Tegal District Government.

## **B. Problem Formulation**

1. Is there any influence of Transformational Leadership on the Job Satisfaction of State Civil Servants (ASN)?
2. Is there any influence of Distributive Justice of Performance Benefits on Job Satisfaction of State Civil Servants (ASN)?
3. Is there any influence of Intrinsic Motivation on the Job Satisfaction of State Civil Servants (ASN)?

## **C. Research Objective**

After describing the background and problem formulation above, these objectives are:

1. To explain the effects of transformational leadership, distributive justice of performance benefits, and intrinsic motivation on job satisfaction within the state civil servants (ASN).

## **D. Benefits of Research**

It is hoped that there will be several benefits from this study, namely:

### 1. Theoretical Benefits

The results of this research, I hope, can be useful for the Faculty of Business Economics, especially the Study Program of Management and Human Resource Management Concentration as a reference material and overall information material, both theoretically and comprehensively. This time, empirical information about the problems regarding the theme will be raised to those who will conduct further research.

### 2. Practical Benefits

It is hoped that this research can provide information about transformational leadership for the concentration of human resources as well as the development of knowledge and insight into job satisfaction.