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The Effect of Transformational Leadership, and Organizational Learning Culture on Perceived Organizational Support and Its Impact on Employee Work Satisfaction in The Health Office of Pidie District

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ABSTRACT

The purpose of this study is to determine the influence of transformational leadership and organizational learning culture on perceived organizational support and its impact on job satisfaction at the Pidie District Health Office. The location of this study was carried out at the Pidie District Health Office. Population of this study is all permanent employees of the Health Office in Pidie District consisting of 174 employees. Data collection techniques used was census whereas the study responses were 110 respondents. Structural Equation Modeling (SEM) is utilized to analyze it's data. The results showed that transformational leadership and organizational learning culture had a positive and significant effect on Perceived Organizational Support, while transformational leadership, organizational learning culture, and Perceived Organizational Support had a positive and significant effect respectively on job satisfaction of Health Office employees in Pidie District. Furthermore, transformational leadership and organizational learning culture have a positive and significant indirect effect on job satisfaction of Health Office staff through the Perceived Organizational Support.

Keywords: Transformational Leadership, Organizational Learning Culture, Perceived Organizational Support, and Job Satisfaction.

Introduction

The Health Office is one of the public service agencies for goods and service. Nowadays, there is increasing critical pointed to public services by its stakeholders. Therefore, the substance of administration is an instrument to conduct regulating and directing for all activities to achieve its goals. One example of public service conducted by the government is the public health.

Reform in the health sector has been done to improve health services and to make it more efficient, effective and accessible to all levels of society.

However, the current efforts being applied by the Pidie District Government of Aceh to meet the community's needs for health are still not in line with the community expectations. Some publics complained and dissatisfied with the services provided by the government (i.e. Puskesmas), both in terms of examinations that were not attended to by health staffs, length of service, staff skills, and waiting times for services. The Public Health Center (PUSKESMAS) as one of the health facilities that provides health services to the community having a very strategic role in accelerating the improvement of community health status. Therefore, Puskesmas are required to provide quality of services that satisfy their patients based upon established standards in order to reach all levels of society.

Job satisfaction is a general attitude of an individual to his work. A person with a high level of job satisfaction shows a positive attitude, while a person who is not satisfied with his job shows a negative attitude (Robbins, 2001: 139). To improve employee job satisfaction, a transformational leader in the Pidie District Health Office is necessary to be applied because this leader who lead an institution/organization and even a state that applies an authoritarian, arbitrary and unwise leadership style instead of being a solution to a problem so that the organization develops and forward, even many of them actually hinder the development of the organization.

Beside the above picture, Organizational Learning Culture (OLC) is an attribute, behavior, habit, belief and system that is built to create, obtain, disseminate and maintain the skills and knowledge applied in an organization so that job satisfaction will also increase. This cannot be discriminated from organizational support; such as, respecting contributions and caring for the welfare of employees. Organizations must keep its employees that will continue to incorporate through supporting by the organization. Employees believe that the organization has goals and orientations, both positive and negative, which in turn it will affect the appreciation of the contributions and welfare of its employees so that the role of leaders is needed to influence employees in procedural work.

Based on the above phenomena, examining further and in depth about this matter, which will be entitled "The Influence of Transformational Leadership, and Organizational Learning Culture on Organizational Support Received and Its Impact on Job Satisfaction Staff at Pidie District Health Office".

Literature Review

Job Satisfaction

Job satisfaction is basically one of the psychological aspects reflecting a person's feelings towards his/her work. He/she will feel satisfied with the compatibility between his abilities, skills with the expected actual job (Musnadi, 2018). Whereas Sulaiman (2016) mentions that satisfaction is a condition in which desires and expectations are met, where each service provided is considered satisfactory if the service can fulfill one's desires. Satisfaction measurement is an important element to provide better, more efficient and more effective services. In other word, it can be described that employees who are satisfied with their work are employees who value their work as an achievement or appreciation of work values and acceptance of these values in line with fulfilling their basic needs (Siegel and Lane in Munandar, 2011:52).

Job satisfaction may influenced by perceived organizational support (Hutchison, 1997), transformational leadership (Nasir et al., 2017), and organizational learning culture (Haryanti, 2006). Discussion in detail on the influenced factors is described in the next section.

Perceived Organizational Support

Organizational support is as "perceived organizational support (POS)". It is an important concept in the literature on organizational behavior because organizational support provides lessons on the relationship between organizational treatment, attitudes and behaviors towards their work and organization. The treatments of the organization received by employees and captured as an organized stimulus and interpreted as perceptions of organizational support (Eisenberger, Huntington, Hutchison & Sowa, 1986).

According to Hutchison (1997), organizational support can also be seen as an organizational commitment to individuals. If the interaction between individual and organizations known as organizational commitment from individuals to their organizations, then organizational will be opposite meaning, namely organizational commitment to its individuals (employees).

Transformational Leadership

Transformational leadership is a charismatic leader and has a central role and strategy in bringing the organization to achieve its goals. Transformational leaders must also have the ability to equalize the vision of the future with their subordinates, and enhance their needs at a higher level than what they need as conceptualized by Nasir et al. (2017). With this concept, followers feel trust, admiration, loyalty and respect for their leaders, and they are motivated to do more than initially expected. Yukl (2010: 315) justifies that transformational leadership is defined as how leaders strengthen mutually cooperation and trust, collective self-efficacy and team learning.

Organizational Learning Culture

Organizational learning culture is a company/organization that realizes the importance of training and development related to sustainable performance and willing to take appropriate action (Mondy, 2008: 211).

West and Burnes (in Haryanti, 2006: 16) differ between organizational learning culture and learning organizational culture. Organizational learning culture is a concept that is used to describe the types of activities contained in the organization at learning process time referring to circumstances inside and outside the organization. While learning organizations are the ability of the organization to create, acquire, and transfer knowledge and behaviors in welcoming new knowledge and insights.

Theoretical Framework of Study

To explain the relationship between independent variable and dependent variable, either positively or negatively in this case of transformational leadership (X1), and organizational Learning Culture (X2) on perceived organizational support (Y) and job satisfaction (Z), are observed and measured factors to determine whether there are influences among variables, thus the following model will describe an detail framework of this study:

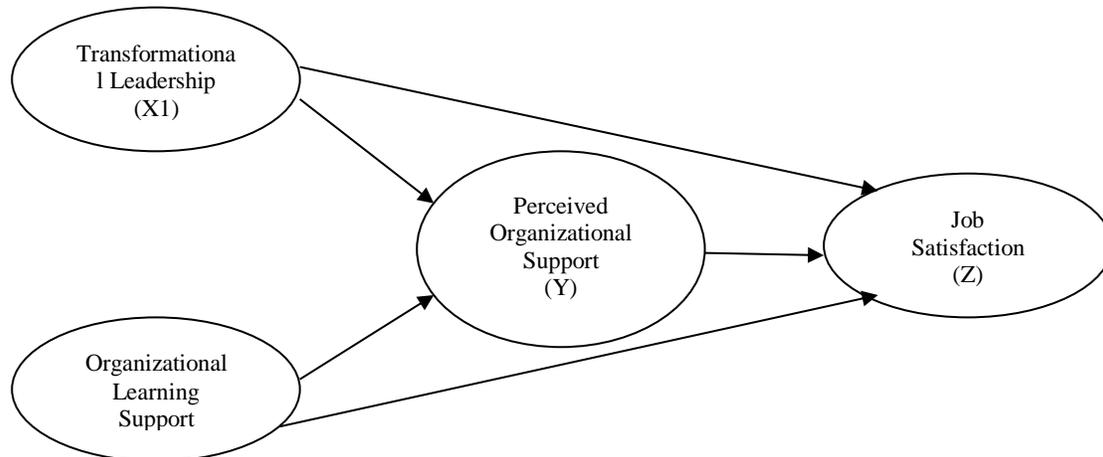


Figure 1. Theoretical Framework of This Study

Research Method

Location, Object of Study

The study was conducted at the Health Office of Pidie District. The object of this research is employees who were asked about transformational leadership, organizational learning culture, received organization's support and its impact on job satisfaction.

Population and Samples

The total population in this study is 110 permanent employees at the Health Office. According to Arikunto (2012: 130), samples are a portion of the population that is considered sufficient to represent the population. This study uses census technique where all members of the population are considered to be respondents.

Data Analysis

The statistical data analysis tool used in this study is Structural Equation Modeling (SEM) by using Amos program. SEM equation models are a set of statistical techniques that allow the testing of a relatively complex set of relationships simultaneously (Ferdinand, 2011: 181) ".

The complicated model is a reality of the management decision-making process which is a complex process or a multidimensional process with various patterns of strongly causality relationships. Therefore, It need a model as well as an analytical tool that is able to accommodate this multidimensional research".

Additionally, SEM is able to insert latent variables into the analysis. Latent variables are unobserved concepts that are approximated by observed or measured variables obtained from respondents through data collection methods (survey, test, observation) and it is often called manifest variables (Ghozali, 2014)".

The advantage of SEM applications in management research is because of its ability to confirm the dimensions of a concept or factor that is very commonly employed by management and its ability to measure the influence of relationships that are theoretically available (Hair, 2013: 190). Moreover, SEM is able to investigate direct and indirect effect simultaneously. The model of indirect effect is dramatically drawn as follows:

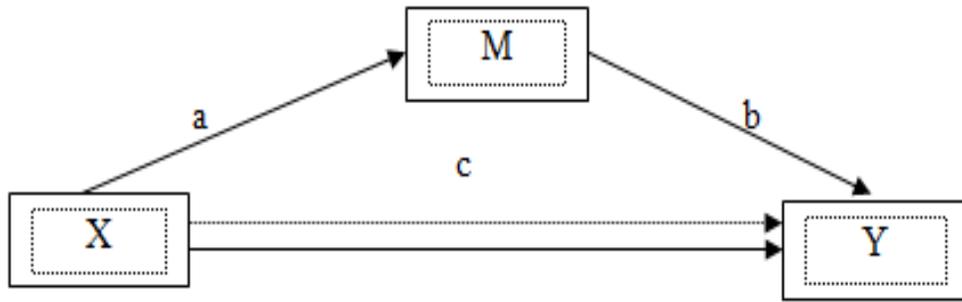


Figure 2. Mediating Effect Model

RESEARCH FINDING AND DISCUSSION

Structural Equation Modeling (SEM): Step-One Approach with Measurement Model

The final results of the measurement model can be seen in the following figure:

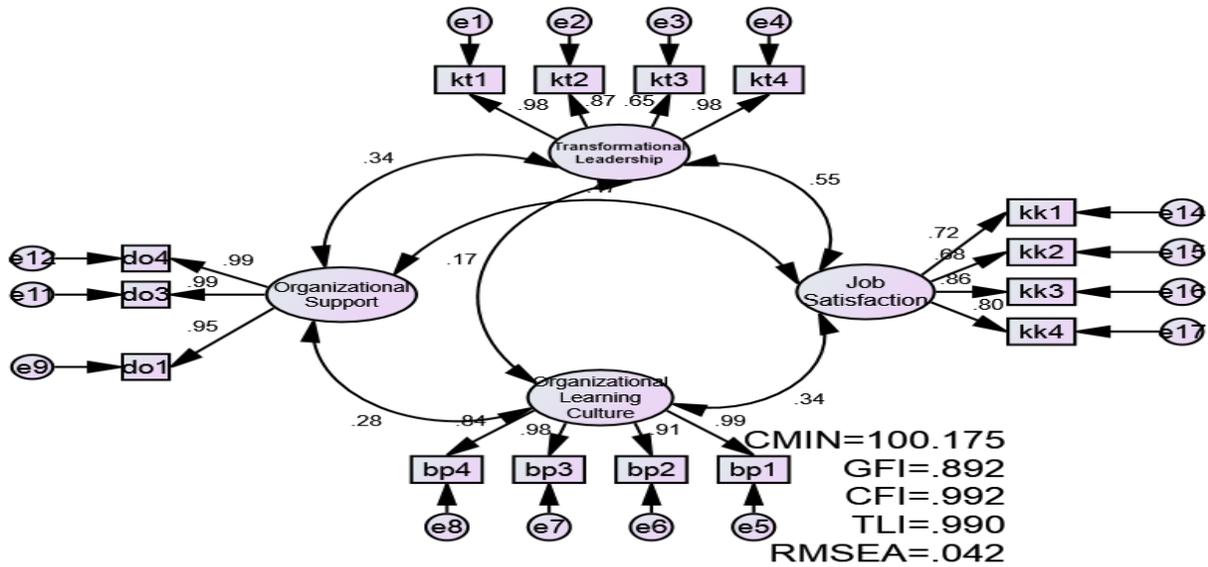


Figure 3. Measurement Model

The results of the above analysis indicate that the Chi-square value = 100,755 ($p < .000$) with $X^2/df = 1,193$. GFI value of 0.892, CFI of 0.992 and TLI of $0.990 > 0.90$ showing the results are good fit. The RMSEA value of 0.042 shows a satisfactory fit due to its figure is less than 0.08 (Hair at al., 2013).

Structural Equation Modeling (SEM): Step-Two Approach with Full-SEM

Based on the data that has been validated according to the measurement equation model through the first step approach, further analysis can be carried out with a second-step approach or full structural equation model. This approach emphasizes testing the theoretical model or framework of this research (see Figure 1 and the hypotheses previously described).

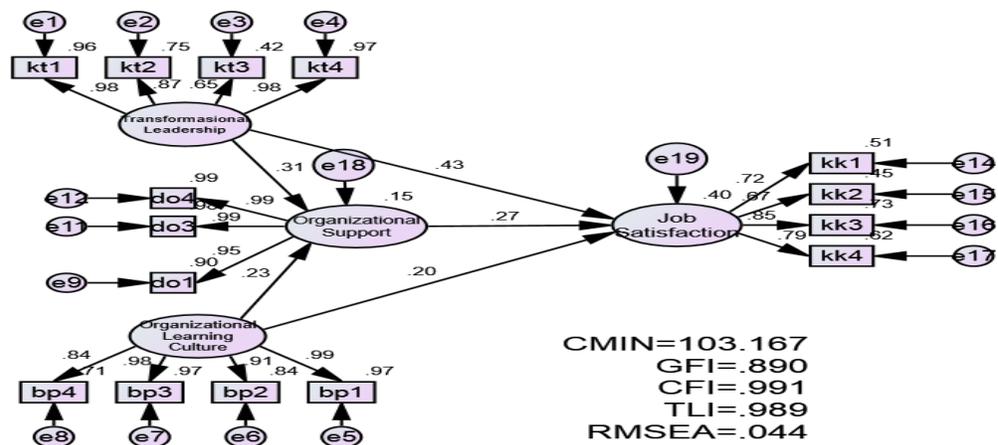


Figure 4. Full Structure Equation Modeling

According to the figure above shows that the structural regression coefficient or all pathways are significant at $p < .05$. In particular, the output also shows that the value of the correlation coefficient of transformational leadership (0.310), and organizational learning culture (0.233) and this is able to explain 15.0% of the variance (Squared Multiple Correlations) to organizational support. The results show that transformational leadership (0.310 structural coefficients) has an important impact compared to organizational learning culture factors. From these results, it can also be explained that there is 85.0% of the variance error to predict organizational support explained by other factors.

In addition, the coefficient of transformational leadership correlation is 0.435, organizational learning culture is 0.203 and organizational support is 0.402 and this is able to

explain 40.2% of the variance (Squared Multiple Correlation) to job satisfaction. The Determination or Squared Multiple Correlation (SMC) = 40.2% or estimated variance is explained by predictor variables. In detail, it is estimated that predictors (transformational leadership, organizational learning culture and organizational support) can explain 40.2% of the variance in job satisfaction, which means that the error variance for predicting job satisfaction is around 59.8% explained by other factors.

Indirect Effect Analysis

Testing the hypothesis by including the role of the mediating variable (work motivation) will explain the indirect effects (indirect effects). Based on the previous result, transformational leadership have a significant effect on organizational support ($\beta_1 = 0.451$, $p < 0.05$). Then, transformational leadership also have a significant relationship with job satisfaction ($\beta_2 = 0.426$, $p < 0.05$), and when the relationship between transformational leadership and job satisfaction is mediated by "organizational support", it also shows a significant relationship ($\beta_3 = 0.394$, $p < 0.05$).

Regarding the above explanation, related to the method of Baron and Kenny's (1986) point of view ($\beta_1 = 0.322$, $p < 0.05$); ($\beta_2 = 0.504$, $p < 0.05$); ($\beta_3 = 0.394$, $p < 0.05$), and ($\beta_4 = 0.244$, $p < 0.05$) meaning that the variable of "organizational support" has a role as partially mediation between the independent variable of "transformational leadership" and the dependent variable of "job satisfaction".

There is a positive and significant relationship between the variables of organizational learning culture and satisfaction, which is described by $\beta_1 = 0.216$, and $p < 0.05$. Furthermore, there is a significant relationship between the variables of organizational learning culture and job satisfaction. This is evidenced by $\beta_2 = 0.367$, and $p < 0.05$. When the relationship between organizational learning culture and job satisfaction is mediated by "organizational support", it shows a significant relationship ($\beta_3 = 0.259$, $p < 0.05$).

The above description also provides information about changes in R^2 because the second equation (without mediating variables) is around $R^2 = 0.129$ for the third equation (with mediating variables) to be $R^2 = 0.239$. The change in R^2 is significant ($F = \text{change } 17.736$, $p < 0.05$). Furthermore, the relationship between organizational support and job satisfaction is also significant ($\beta_4 = 0.244$, $p < 0.05$).

Based on the above explanation, it is associated with the method of Baron and Kenny (1986), which is ($\beta_1 = 0.216$, $p < 0.05$); ($\beta_2 = 0.367$, $p < 0.05$); ($\beta_3 = 0.259$, $p < 0.05$), and ($\beta_4 = 0.244$, $p < 0.05$); thus, the organizational support has a role as partially mediation between the independent variable of organizational learning culture and the dependent variable of job satisfaction.

Based on the above justification, there are 7 hypotheses in this study that have been verified by statistical analysis. All of these hypotheses consist of 5 hypotheses (H1 - H5) which describe the direct effects and 2 hypotheses that describe indirect effects (H6 and H7). For more detail, the description of the accepted or rejected hypotheses in this study can be seen as in the following table.

Table 5. Summary of Hypotheses Testing

| | Hypotheses | Conclusion |
|----------------------|--|---------------------|
| H₁ | Transformational leadership affects the perceived organizational support at the Pidie District Health Office. | Not Rejected |
| H₂ | Organizational Learning culture affects the perceived organizational support at the Pidie District Health Office. | Not Rejected |
| H₃ | Transformational leadership influences the job satisfaction of Pidie District Health Office. | Not Rejected |
| H₄ | Organizational Learning culture affects the job satisfaction of Pidie District Health Office. | Not Rejected |
| H₅ | Perceived organizational support has affects the job satisfaction of Pidie District Health Office. | Not Rejected |
| H₆ | Transformational leadership indirectly effects on job satisfaction through perceived employee support at Pidie District Health Office. | Not Rejected |
| H₇ | Organizational Learning culture indirectly effects on job satisfaction through perceived organizational support at the Pidie District Health Office. | Not Rejected |

Source: Data Analysis, 2018

Interpretation Based on Path Analysis Approach (Path Analysis Approach)

The following table will present the total relationship of the independent variables to the dependent variable, so as to reflect the most dominant variables in this research model.

Table 6. Total Effect of Relationships among Variables

| Equation | Direct Effect | Indirect Effect | Total Effect |
|----------------------|----------------------|------------------------|---------------------|
| TL → OS | 0,310 | | 0,310 |
| TL → JO | 0,435 | | 0,435 |
| TL → OS → JO | | 0,084 | 0,084 |
| Total Effect TL→JO | | | 0,519 |
| OS → JO | 0,271 | | 0,271 |
| OLC → OS | 0,233 | | 0,233 |
| OLC → JO | 0,203 | | 0,203 |
| OLC → OS → JO | | 0,063 | 0,063 |
| Total Effect OLC →JO | | | 0,263 |

Source: Data Analysis, 2018

Note: TL = Transformational Leadership
 OLC = Organizational Learning Culture
 OS = Organizational Support
 KK = Job Satisfaction

Regarding the above table, it can be obtained an illustration that the most dominant direct effect is the relationship between transformational leadership and job satisfaction with a

regression coefficient of 0.435. It is then followed by the relationship between transformational leadership and organizational support with a regression coefficient of 0.310.

Furthermore, if an indirect relationship is analyzed where the organizational support acts as a mediator, the regression coefficient value is obtained in total. Based upon the above description, it is known that the total relationship between transformational leadership and job satisfaction mediated by organizational support is equal to 0.519.

Conclusion and Recommendation

As conclusion, this study indicates that transformational leadership and organizational learning culture have a positive and significant effect on received organizational support, and it's subsequently on job satisfaction at Health Office of Pidie District. Received organizational support has a role as partially mediation between these relationships (independent and dependent variables).

Regarding the research finding, it can be recommended that in order to encourage received organizational support and job satisfaction for staff of Health Office in Pidie District, it needs to apply transformational leadership better than previous by incorporate charismatic values, intellectuality, inspiration and individual attention. Moreover, organizational learning culture also needs to be improved because it will be able to increase both organizational support received and job satisfaction of staff in and. Indicators such as personal discipline, sharing vision, mental discipline and discipline of team learning need to be pursued through technical training for the staff in order to perform better organizational learning culture.

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