

# THE INFLUENCES OF TRANSFORMATIONAL LEADERSHIP, MOTIVATOR FACTOR, AND HYGIENE FACTOR TOWARD JOB SATISFACTION OF BALAI BESAR LATIHAN KETRANSMIGRASIAN YOGYAKARTA'S EMPLOYEE

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## ABSTRACT

*This research aims to know and analyze whether transformational leadership, motivator factor, and hygiene factor influence job satisfaction to the employee of Balai Besar Latihan Ketransmigrasian Yogyakarta. It is also objected to know variable and factors having an effect on most dominant to employee's job satisfaction at Balai Besar Latihan Ketransmigrasian Yogyakarta. The research method applied is descriptive analytical method and multiple regression analytical method and using the SPSS version 15.00 software as processing data. Primary data are collected by distributing questionnaires in which variables are measured by Likert scale. The result of this research indicates that independent variables e.g. transformational leadership, motivator factor, and hygiene factor are simultaneously and partially having significant influences to variable dependent that is job satisfaction. The result of this research also indicates that hygiene factor is the most dominant variable that influences their job satisfaction. Based on determinant identification, it shows that adjusted  $R^2$  is 72,5%, meaning that employees' job satisfaction of Balai Besar Latihan Ketransmigrasian Yogyakarta is affected simultaneously and partially by transformational leadership, motivator factor, and hygiene factor and 27,5% affected by other variables that have not been used in this research.*

**Keywords:** *transformational leadership, motivator factor, hygiene factor, and employee's job satisfaction.*

## BACKGROUND

Taking part in national development programmes, transmigration is part of the human resource development efforts and natural resources which plays an important role in realizing an integrated human and community development entirely. Therefore, the development in the field of transmigration is directed to give real and measurable contribution in order to gain success transmigration which is carried out through a variety of policies. To facilitate development in the field of transmigration, the state apparatus is one of the main factors that warrants the granting of the contribution of human resources development, so that human resources would need to be developed and managed in order to be in line with the objectives of the organization for achieving five years development goals.

Neal et al. (2000, p. 4) states that factors affect job satisfaction are divided into four groups namely the challenges of work and autonomy, stress and lack of harmony, the leadership and support, as well as the cooperation within the group, hospitality and warmth. A leader in the organization should pay attention to the problem of job satisfaction, especially the factors that influence the employee. Those are leadership styles, in spite of recognizing the other aspects of job satisfaction itself. Robbin (2001) reminded to each organization manager to really observe the importance of understanding and fulfillment of job satisfaction that have an impact on productivity, absences, and labor turnover.

A research conducted by Byco et al (1985) shows that the style of transformational and transactional leadership effect significantly to job satisfaction. Some researches even suggest that transformational leadership style is more influential than transactional leadership style toward job satisfaction.

According to Herzberg, job satisfaction is always associated with job content and dissatisfaction at work is related to the work in relation with the aspects called job context. Job satisfactions according to Herzberg named motivator factors, as for the dissatisfaction is called the hygiene factors. Research data conducted by Herzberg demonstrates that the opposite of satisfaction is not dissatisfaction but rather not satisfied, while opposed to dissatisfaction is not dissatisfaction.

According to Herzberg, the factors that result job satisfaction are separated and distinguished from the factors that create dissatisfaction. Therefore an individual often feels uncomfortable but not necessarily motivated when associated with hygiene factors including supervision quality, wage, corporate wisdom, physical conditions of work, relations with other individuals, and job security (Robbins, 2008: 227). When the hygiene factors are adequate, a person will not feel dissatisfied; but that does not mean they are satisfied. Herzberg stressed that to motivate individuals in work, organization should take precedence of the factors related to the work itself or the results derived therefrom as promotional opportunities, personal development opportunities, recognition, responsibility, and achievement.

In order to make the employees feel satisfied in their work, the organization must ensure that the employees are having adequate hygiene factors such as salaries/wages, organizational policies, security and working conditions, as well as the relationship of co-workers and superiors. When hygiene factors are available, this will only ensure that employees do not feel discontent or zero point at the foundation of their motivation. Thus, there must be driving motivators to the employees such as achievements, advancements, supervision, the work itself, and career growth. When simultaneously it is noticed by the organization, along with the development of a style of leadership that is capable of defining, communicating and articulating the vision of the organization, by a leader who are able to motivate the employee to do their responsibility more than they expect to do so.

The influence of leadership and work motivation factors of job satisfaction employees are encouraged the author to examine the scope of organizations Implementing Unit Technical Center

(UPTP) of the Ministry of Manpower and Transmigration of the Republic of Indonesia particularly in the Office of the Balai Besar Latihan Ketransmigrasian. In this study, the core of the discussion focused on the influence of transformasioanal leadership, motivator, and hygiene factors job satisfaction of Balai Besar Latihan Ketransmigrasian Yogyakarta's employee.

### **PROBLEM FORMULATION**

1. Do transformational leadership, motivator factor, and hygiene factor have positive and significant influence to job satisfaction of Balai Besar Latihan Ketransmigrasian Yogyakarta's employee?
2. What are factors that dominate their job satisfaction?

### **OBJECTIVE OF THE STUDY**

This research aims to test and analyze:

1. The influence of transformational leadership, motivator factor, and hygiene factor to job satisfaction of Balai Besar Latihan Ketransmigrasian Yogyakarta's employee.
2. The influence of transformational leadership toward job satisfaction of Balai Besar Latihan Ketransmigrasian Yogyakarta's employee.
3. The influence of motivator factor toward job satisfaction of Balai Besar Latihan Ketransmigrasian Yogyakarta's employee.
4. The influence of hygiene factor toward job satisfaction of Balai Besar Latihan Ketransmigrasian Yogyakarta's employee.

### **BENEFITS OF STUDY**

This research result is expected to provide the benefits as follows:

1. Practical advantage  
The result of this research are expected to givesome advices for Balai Besar Latihan Ketransmigrasian Yogyakarta in order to devise policies on human resources, especially in an attempt to improve employee job satisfaction.
2. Teoretical advantage  
The result of this result are expected to become one of the empirical references, especially for other researchers who are interested in researching a problem related to employees job satisfaction in government offices.

### **CONCEPTUAL FRAMEWORK**

The use of variables in this study is the result of some previous researchers and directed to find a research gap to be raised in this study, thus a model that has a unique and different characteristics than any previous research model is obtained. This research aims to fill those gaps so as to complement and refine the previous researchers.

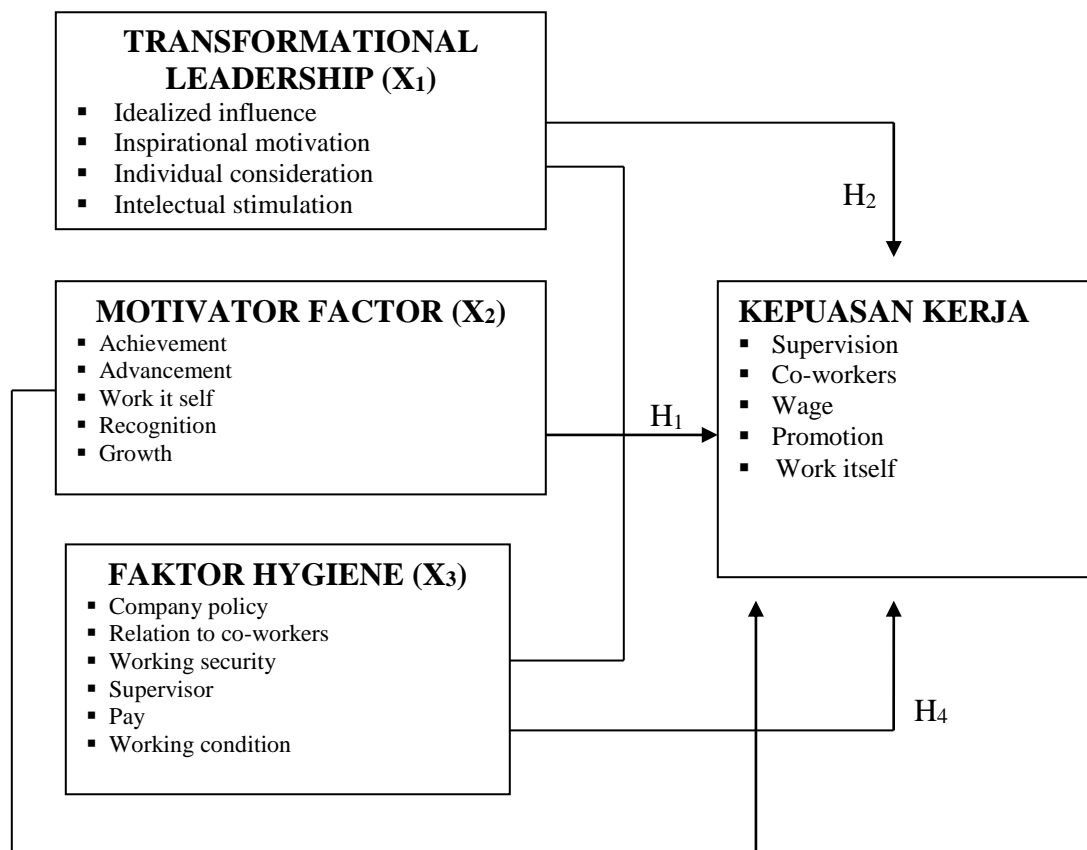
The reserach is objected to fill the previous researches as well as complement and refine them. Those gaps are as follows.

1. On previous researches, most of them show separately that motivator factors are giving more dominant factor rather than hygiene factors in affecting employee's job satisfaction. However, this

study examines whether the Herzberg theory is applied in affecting job satisfaction to Balai Besar Latihan Ketrasmigrasian Yogyakarta's employee.

2. This study uses a scale of measurement of Transformational Leadership Questionnaire (TLQ), and scale measurement of working motivation with two-factor theory Herzberg to see whether motivator factors and hygiene factors affecting job satisfaction in of Balai Besar Latihan Ketrasmigrasian Yogyakarta's employee.

Understanding that working motivation has influenced job satisfaction, factors motivators and hygiene factors will be analyzed. Motivator factors (satisfier) relate to the aspects contained in the work itself or the job content, also known as intrinsic factor in the job. While hygiene factors (dissatisfier) relate to the aspects around the execution of the job or job context, also known as extrinsic aspects of the workers. In order to know the influence of transformational leadership, motivator, and hygiene factors of job satisfaction then a framework of thought is designed as follows.



## HIPOTESIS

Based on the formulation of the problem, the hypothesis are formulated as follows.

1. There is a positive significance among transformasional leadership, motivator factor, and hygiene factor toward job satisfaction.
2. There is a positive significance between transformasional leadership toward job satisfaction.
3. There is a positive significance between motivator factor toward job satisfaction.
4. There is a positive significance between hygiene factor toward job satisfaction.

## RESEARCH METHOD

### Operational Limitation

Operational limitation that have been used in this research are variables which can predict as to have influence toward job satisfaction of Balai Besar Latihan Ketransmigrasian Yogyakarta's employee. Those are transformational leadership variable, motivator factor variable, and hygiene factor variable.

### Operational Variable Definition

#### Transformasional Leadership (X<sub>1</sub>)

Yukl (1998) states that a transformasional leader should be able to define, communicate, and articulate the organization vision, and the employee should accept and admit the leader's credibility. Bass dan Avolio (1994) on Yukl (1998) argued that transformasional leadership has four dimensions as follows:

1. *Idealized influence*. This dimension illustrates a leader who can make the employee adore, respect, and trust him/her.
2. *Inspirational motivation*. In this dimension, a transformasional leader is illustrated as a person who is able to articulate the employee's achievement, demonstrates his/her commitment toward all organisation goals, and also able to arouse team spirit within the organization through established enthusiasm and optimism
3. *Intellectual stimulation*. A transformasional leader should be able to develop new ideas, provide creative solutions to the problems faced by subordinates, and provide motivation to subordinates to seek new approaches in carrying out the tasks of the organization.
4. *Individualized consideration*. In this dimension, a transformational leader described as a leader who would listen attentively inputs from subordinates and specifically want to pay attention to the needs of subordinates for their career development.

#### Motivator Factor (X<sub>2</sub>)

Motivator factor is in relation with several aspects in the work it self, involving the job content or intrinsic aspect of the job. Some of them are: Achievement, Advancement, Work itself, Recognition, and Growth.

#### Hygiene Factors (X<sub>3</sub>)

Hygiene factors are several factors related to job context or extrinsic aspects which can be divided as follows: Company policy, Supervision, Relation to co-workers, Wage/ payment, Working condition, and Working security.

#### Job Satisfaction (Variabel Y)

Satisfaction at work is the conclusion based on comparative study about what really actually received by employees from their job compared with what they expect. Employees will be satisfied if they obtain equal or even more than what they have hoped. The impacts from job satisfaction can be seen on employee performance (Robbins, 2006: 102 ). According to Mathis and Jackson ( 2006: 78 ) employee performance is a contribution given by employees to a company that can be identified from working results.

### **Variable Measurement Scale**

This research uses a Likert scale to measure the attitudes, opinions and perceptions of a person or a group of people about social phenomena (Sugiyono, 2005: 85). Variables that will be measured are elaborated into some statements. Each of statement is given to five score: strongly agree score 5, agree was given a score of 4, neutral is given a score of 3. Disagree is given the score of 2 and strongly disagree was given a score of 1.

### **Place and Time**

This research is taken at Balai Besar Latihan Ketransmigrasian Yogyakarta, Jalan Parasamya 16 Beran Sleman Yogyakarta, started from Desember 2012 until January 2013.

### **Populasi dan Sampel**

The population used in this research are 56 employee of Balai Besar Latihan Ketransmigrasian Yogyakarta and all of them are the sample for this research. The researcher uses census method to withdraw samples. All members of the population are inserted into the sample due to the relative small population numbers (Sugiyono, 2005:78).

### **Type and Source of Data**

The procedure used in this research for eliciting data involves:

1. Primary Data. Data that have been directly elicited from the respondents by questionnaire and interview.
2. Secondary Data. Data that have been elicited and documented from the organization data bank, and also from books, journals, and internet source based.

### **Data Collection Technique**

1. Questionnaire

The collection of data by way of filling a statement arranged systematically to be filled by the employees objectively

2. Interview

### **Validity and Reliability Test**

Test validity and reliability studies are performed on the instrument, in which case is a questionnaire, and are used to test whether the questionnaire are worthy of being used as an instrument of research or not. It is said to be valid if the instrument can be used to measure what is supposed to be measured. The test validity of this research was conducted with a Pearson Correlation with the provisions when the correlation value  $> 0,3$  which shows the positive correlation between the total score and score points, then the measuring instruments are valid (Azwar, 1997). When the correlation of result number calculation is greater than the number of grains of criticism, then the question is declared valid and significant, and also vice versa. While reliable means instrument used to measure several times the same object will generate the same data (Tjahjono, 2009).

Question or items which reliability are tested, definitely are those that passed in the validity testing. Reliability test method uses Cronba Alpha testing. The greater the value of the resulting alpha of statements in the questionnaire, the more reliable supporter. As for the reliability, this study uses Cronbach Alpha test with the provisions if the value of Cronbach Alpha  $> 0.60$  then measuring instruments are said to be reliable (Ghozali, 2002). Reliability and validity testing of the questionnaire is given to 56 respondents as the sample.

## Data Analysis Method

### 1. Descriptive Analytical Method

This method aims to systematically describe facts or characteristics of a situation, in this case the data already collected and classified, interpreted, and then formulated, so as to provide a clear picture of the problems examined

### 2. Quantitative Analysis Method

The researcher uses statistical analysis method of regression on this research. Multiple analysis methods applied to predict the value of a dependent variable of job satisfaction with taking into account the values of free variables which are transformational leadership, motivator factor, hygiene factor, and work motivation, within SPSS software application 15.00 for Windows, with the model equations that are used are as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Notes:

Y	=	Kepuasan kerja
a	=	konstanta
b <sub>1</sub> dan b <sub>2</sub>	=	koefisien regresi
X <sub>1</sub>	=	Kepemimpinan transformasional
X <sub>2</sub>	=	Motivator factor
X <sub>3</sub>	=	Hygiene factor
e	=	error

## Hypothesis Test

Statistical calculation called statistically significant if the statistics test value is in the critical region (the area where H<sub>0</sub> was rejected), meanwhile it is called insignificant when the statistics values are in the area where the H<sub>0</sub> is accepted. In regression analysis, there are three types of accuracy criteria, namely:

### 1. The coefficient of determination (R)

Determination coefficient is used to measure the extent of the capability model in the variables. The value of R that is getting large (close to one) indicates the presence of the influence of independent variables (X) is bound to dependent variable (Y). However, if R is getting smaller (close to zero) it is assumed that the influence of the independent variable (X) is small against the dependent variable (Y).

### 2. F-Test

F Test basically shows whether all independent variables entered into the models have an synchronously effect to dependent variable (Y). F Test is used to see whether dependent variables, called motivators factors (X<sub>1</sub>) and hygiene factors (X<sub>2</sub>), are simultaneously significant toward work motivation (Y).

H<sub>0</sub>:b<sub>1</sub>=b<sub>2</sub>=0, meaning that simultaneously there is no positive significant influence from transformational leadership (X<sub>1</sub>), motivator factor (X<sub>2</sub>), hygiene factor (X<sub>3</sub>) toward job satisfaction (Y).

$H_0: b_1 \neq b_2 \neq 0$ , meaning that simultaneously there are positive significant influences from transformational leadership ( $X_1$ ), motivator factor ( $X_2$ ), hygiene factor ( $X_3$ ) toward job satisfaction ( $Y$ ).

### 3. Significant Test (Uji t)

The t-test is a test using the following criteria decision as follows:

$H_0: b_1 = b_2 = 0$ , meaning that partially there are positive significant influences from transformational leadership ( $X_1$ ), motivator factor ( $X_2$ ), hygiene factor ( $X_3$ ) toward job satisfaction ( $Y$ ).

$H_0: b_1 \neq b_2 \neq 0$ , meaning that partially there are positive significant influences from transformational leadership ( $X_1$ ), motivator factor ( $X_2$ ), hygiene factor ( $X_3$ ) toward job satisfaction ( $Y$ ).

Decision taken should fulfill criteria as follows:

$H_0$  accepted if  $t_{\text{testing}} < t_{\text{table}}, \alpha = 5\%$

$H_0$  accepted if  $t_{\text{testing}} > t_{\text{table}}, \alpha = 5\%$

## Descriptive Analysis

Questionnaires distributed to the respondents contains statements about the transformational leadership, motivator, and hygiene factors as variables that affect job satisfaction of Balai Besar Latihan Ketransmigrasian Yogyakarta's employee. Here is shown the data characteristics of respondents which can be seen from several aspects:

### 1. The level of education

Based on research done, it can be known the respondent's level of education can be seen in the table below.

**Table 1.**  
Respondent Education Level

Education	Frequent	Percentage
Graduate	2	3,57
Under graduate	27	48,21
DIV	2	3,57
DIII	5	8,93
SLTA	18	32,15
SLTP	2	3,57
Total	56	100

Based on the education level, it could be explained that the largest proportion of respondents is in the level of undergraduate education (48,21%) and the smallest proportion of respondents with graduated, diploma, and junior high school educational level (each 3,57%).

### 2. Period of employment

From this research, it can be known the respondent employment period as follows.



**Table 2.**  
Respondent Employment Period

Employment	Frequent	Percentage
0-5 years	20	35,7
6-15 years	5	9,0
16-25 years	9	16,0
Above 25 years	22	39,3
Total	56	100

At the time, the largest proportion in a span is more than 25 years which amounted to 22 percent of the respondents people with 39,3% and the smallest proportion is on the respondent who work with a span of 6-15 years which amounted to 9 percent of the respondents people with 9.0%. The majority of employees work time is over 25 years.

### 3. Ages

Based on the research done, it can be known that the age criteria of respondents is as follows.

**Table 3.**  
Age of Respondents

Ages	Frequent	Percentage
20-35 years	24	42,8
36-45 years	7	12,5
46-55 years	23	41,1
Above 55 years	2	3,6
Total	56	100

The table above shows that the respondents that are grouped based on age can be explained that the age of the respondents with a range of 20-35 years has the largest proportion of 24 people (42.8%), while respondents with a range of age above 55 years is the smallest proportion of which amounted to 2 people or amounted to 3.6% of the total respondents. The majority of the respondents aged 20-35 years is about 42.8%.

### 4. Gender

Based on the research done, it can be known that the identity of respondents according to gender can be seen in the table below.

**Table 4.**  
Gender Criteria of respondents

	Frequent	Percentage
Male	30	53,6
Female	26	46,4
Total	56	100

In the table, it is seen that out of 56 respondents, 30 respondents (53,6%) are male, and the rest 26 respondents (46,4%) are female.

## STATISTICAL ANALYSIS

### Hypothesis testing

Hypothesis testing is intended to look at the influence of independent variable i.e transformational leadership ( $X_1$ ), motivators factor ( $X_2$ ), and hygiene factors ( $X_3$ ) with dependent variable called job satisfaction ( $Y$ ). In this study the testing done by the enter method. Multiple regression equations can be known from the following table.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-11,779	6,500		-1,812	,076
	Kepemimpinan Transformasional	,188	,080	,188	2,353	,022
	Motivator Factors	,251	,124	,213	2,029	,048
	Hygiene Factors	,654	,108	,602	6,074	,000

a. Dependent Variable: Kepuasan Kerja

From the table above, the multiply regression can be formulated as follows.

$$Y = -11,779 + 0,188X_1 + 0,251 X_2 + 0,654 X_3 + e$$

Note:

$Y$  = Work motivation

$X_1$  = Transformational Leadership

$X_2$  = *motivator factors*

$X_3$  = *hygiene factors*

$e$  = error standard

Regression equations are outlined as follows:

- 11,779-Constant (negative value) states that if there is no variable transformational leadership, motivator, and hygiene factors existed then job satisfaction will not be achieved.
- the coefficient 0,188 implied that every time the numbers is increased one unit in transformational leadership, the job satisfaction will increase by 0,188.
- the coefficient 0,251 implied that every time the numbers is increased one unit inmotivator factor, the job satisfaction will increase by 0,251.
- the coefficient 0,654 implied that every time the numbers is increased one unit inhygiene factor, the job satisfaction will increase by 0,654.

### The Result of Multiply Regression Testing

#### 1. Determinan ( $R^2$ )

It is essentially measuring the simultaneously proportion or percentage of dependent variable of transformational leadership ( $X_1$ ), motivator factor ( $X_2$ ), and hygiene factors ( $X_3$ ) toward job satisfaction ( $Y$ ) as the independent variable. It can be seen on the table below.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,860 <sup>a</sup>	,740	,725	4,32115

a. Predictors: (Constant), Hygiene Factors, Kepemimpinan Transformasional, Motivator Factors

On the table above, it can be seen that Adjusted  $R^2 = 0,725$  meaning that 72,5% of job satisfaction (Y) of Balai Besar Latihan Ketransmigrasian Yogyakarta's employees can be explained by transformational leadership ( $X_1$ ), motivator factor ( $X_2$ ), and hygiene factors ( $X_3$ ). Meanwhile the rest of 27,5% can be explained by other factors which are not investigated in this research. It shows that the model is well-built enough.

2. F Test basically shows whether all independent variables entered into the models have an synchronously effect to dependent variable (Y). F Test is used to see whether dependent variables, called motivators factors ( $X_1$ ) and hygiene factors ( $X_2$ ), are simultaneously significant toward job satisfaction (Y).

Testing result:

$H_0: b_1=b_2=0$ , meaning that simultaneously there is no positive significant influence from transformational leadership ( $X_1$ ), motivator factor ( $X_2$ ), hygiene factor ( $X_3$ ) toward job satisfaction (Y).

$H_0: b_1 \neq b_2 \neq 0$ , meaning that simultaneously there are positive significant influences from transformational leadership ( $X_1$ ), motivator factor ( $X_2$ ), hygiene factor ( $X_3$ ) toward job satisfaction (Y).

a. F table can be seen in  $\alpha = 5\%$

Numerator degree =  $k - 1 = 3 - 1 = 2$

Denominator degree =  $n - k = 56 - 3 = 53$

F table on significance 5% = 3,17

b. Finding counted F by using Anova table as follows.

#### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2764,965	3	921,655	49,359	,000 <sup>a</sup>
	Residual	970,963	52	18,672		
	Total	3735,929	55			

a. Predictors: (Constant), Hygiene Factors, Kepemimpinan Transformasional, Motivator Factors

b. Dependent Variable: Kepuasan Kerja

c. Decision taken criteria

$H_0$  accepted if  $F \text{ count} < F \text{ table}$ ,  $\alpha = 5\%$

$H_0$  unaccepted if  $F \text{ count} > F \text{ table}$ ,  $\alpha = 5\%$

d. It can be seen from the table above that F-count is 49,359 with 0,000 significance (below 0,05). When it is known that  $F \text{ count} (49,359) > F \text{ table} (3,17)$ , it means that  $H_0$  is unaccepted or in the other words, transformational leadership ( $X_1$ ), motivator factor ( $X_2$ ), and hygiene factor ( $X_3$ ) are simultaneously have positive significant influence toward job satisfaction (Y).

### 3. T Testing

T Test is used to see whether the dependent variables of transformational leadership ( $X_1$ ), motivator factor ( $X_2$ ), and hygiene factors ( $X_3$ ) have positive and significant influence toward work motivation ( $Y$ ) partially.

The t-test result is as follows:

$H_0$ :  $b_1=b_2=0$ , meaning that partially there are positive significant influences from transformational leadership ( $X_1$ ), motivator factor ( $X_2$ ), hygiene factor ( $X_3$ ) toward job satisfaction ( $Y$ ).

$H_0$ :  $b_1 \neq b_2 \neq 0$ , meaning that partially there are positive significant influences from transformational leadership ( $X_1$ ), motivator factor ( $X_2$ ), hygiene factor ( $X_3$ ) toward job satisfaction ( $Y$ ).

T table can be seen on  $\alpha = 5\%$

T table gathered from  $n-k$

$n$  = amount of samples 56

$k$  = the number of independent variables used is 4 then the t table for 5% is 2,00665

the T count can be seen on the table below.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-11,779	6,500		-1,812	,076
	Kepemimpinan Transformasional	,188	,080	,188	2,353	,022
	Motivator Factors	,251	,124	,213	2,029	,048
	Hygiene Factors	,654	,108	,602	6,074	,000

a. Dependent Variable: Kepuasan Kerja

#### Decision taken criteria

$H_0$  accepted if  $T \text{ count} < T \text{ table}$ ,  $\alpha = 5\%$

$H_0$  unaccepted if  $T \text{ count} > T \text{ table}$ ,  $\alpha = 5\%$

On transformational leadership ( $X_1$ ) with its t count value = 0,022 significance level with 2,353 (smaller than 0.05), then  $H_0$  is denied and  $H_a$  is accepted because t count (2,353) > t table (2,006). Based on this, it can be concluded that transformational leadership variables ( $X_1$ ) partially has positive significant effect on job satisfaction variable ( $Y$ ). This means transformational leadership which consists of the ability to provide leadership, influence an inspiring motivation, intellectual stimulation, and consideration of individual employees (subordinates) have been pretty good for being able to improve employee job satisfaction

On variable factors motivators ( $X_2$ ) it is known that the value of Tcount is 2,029 with a level of significance of 0,048 (smaller than 0.05), so that  $H_0$  is denied and  $H_a$  was accepted because t count (2,029) > t table (2,006). Thus, it can be inferred that the motivator factors are partially, positively, and significantly influence job satisfaction variable ( $Y$ ). This suggests that factors motivators that consists of the achievements, opportunities to advance, the work itself, recognition, and career growth in jobs is already pretty good and was able to increase employee job satisfaction

On hygiene factors ( $X_3$ ), it is noted that the value of Tcount in the significance level of 0.000, is 6,074 (smaller than 0.05), then  $H_0$  is unaccepted and  $H_a$  is accepted because t count (6,074) > t table (2,006). So it can be inferred that the hygiene factor is partially, positively, and significantly influences job satisfaction variable ( $Y$ ). This indicates that the hygiene of the policy of the organization, connections with co-workers, job security, relationship with supervisor, wages, and working conditions

in the organization are already quite good because they can increase job satisfaction so as to improve the performance of employees.

From the T-test results, it is revealed that the dominant factors influencing job satisfaction is the variable on factor hygiene (this can be seen from the value of unstandardized coefficients factor hygiene (0,654).

## CONCLUSION

1. Transformational Leadership, motivator factor, and hygiene factor contribute positive and significantly to job satisfaction, which means the higher the transformational leadership, the better motivator factors in work, and the better the condition of hygiene factors provided in the office, the higher job satisfaction will be. It is based on the test results of F test (simultaneous/together).
2. The most dominant factor in influencing job satisfaction of Balai Besar Latihan Ketransmigrasian Yogyakarta employees is hygiene factor (this can be seen from the value of factor hygiene unstandardized coefficients (0,654).
3. Based on the analysis results, the coefficient of Adjusted R<sup>2</sup> determination values is 0,725, meaning that 72,5% variables including transformational leadership, motivator factor, and hygiene factors are able to explain the employee job satisfaction, while the rest of 27,5% can be explained by other factors which are not examined in this study.

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