

EFFECT OF TRANSFORMATIONAL LEADERSHIP, PSYCHOLOGICAL WELL BEING ON JOB SATISFACTION WITH MOTIVATION AS A MEDIATION VARIABLE

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Abstract: World competition is getting more challenging in line with world developments in the field of Science and Technology, which is increasingly advanced, so that leadership and factors are needed that can increase employee satisfaction. The goal of this investigation was to determine whether there was a link between transformational leadership and success. Psychological Well-being, on Job Satisfaction with Intervening Motivation. This investigation was carried out on 153 employees of the Ministry of Education, Research, Technology of the Republic of Indonesia. Analysis using SEM-PLS. This study found that Transformational Leadership did not positively affect Motivation while Psychological Well-being had a positive effect on Motivation. In addition, Transformational Leadership, Psychological Well-being, and Motivation positively influence job satisfaction at the Ministry of Education of the Republic of Indonesia. Transformational Leadership and Psychological Well-being must be strived to encourage motivation to result in a significant increase in satisfaction. This research has implications for agencies to consider Transformational Leadership and psychological well-being to increase employee motivation to attain corporate objectives effectively and well as expected. The owned resources must be appropriately managed, especially related to Transformational Leadership as the principal capital of the organization, and Psychological Well-being is directed to be a source of organizational strength.

Keywords: Transformational Leadership, Psychological Wellbeing, Motivation, Job Satisfaction.

Abstrak: Persaingan dunia semakin ketat seiring dengan perkembangan dunia di bidang Ilmu Pengetahuan dan Teknologi yang semakin maju sehingga diperlukan kepemimpinan dan faktor yang bisa meningkatkan kepuasan karyawan. Dalam penelitian ini peneliti mencoba mencari hubungan antara *Transformational Leadership*, *Psychological Well-being* terhadap *Kepuasan Kerja* dengan *Motivasi* sebagai variabel mediasi. Penelitian ini dilakukan pada Kementerian Pendidikan, Kebudayaan, Riset dan Teknologi dengan menggunakan alat kuesioner dan di sebar kepada 153 karyawan dengan teknik analisa menggunakan SEM-PLS sehingga hasil penelitian ini menemukan bahwa *Transformational Leadership* tidak berpengaruh positif terhadap *Motivasi*, sedangkan *Psychological Well-being* berpengaruh positif terhadap *Motivasi*. Selain itu *Transformational Leadership*, *Psychological Well-being*, *Motivasi* memiliki pengaruh positif terhadap *Kepuasan Kerja* pada Kementerian Pendidikan, Kebudayaan, Riset dan Teknologi Republik Indonesia. *Transformational Leadership* dan *Psychological Well-being* harus diupayakan agar mampu mendorong *Motivasi* sehingga akan menghasilkan peningkatan kepuasan secara signifikan. Pada Penelitian ini memberikan implikasi kepada instansi agar mempertimbangkan *Transformational Leadership* dan *Psychological Well-being* agar mampu meningkatkan motivasi pegawai sehingga tujuan organisasi dapat tercapai dengan efektif dan baik sesuai dengan yang diharapkan. Sumber daya yang dimiliki agar dikelola dengan baik terutama terkait dengan *Transformational Leadership* sebagai modal utama organisasi dan *Psychological Well-being* diarahkan menjadi sumber kekuatan organisasi.

Keyword: Kepemimpinan Transformasional, Psychological Wellbeing, Motivasi, Kepuasan kerja.

I. INTRODUCTION

World competition is getting tighter along with the development of the world in the field of Science and Technology that is increasingly advanced like we do not like we need to adapt according to the demands (Roziat al., 2021). We are forced by the times to live according to the patterns created. At the same time, developed countries have moved very quickly in the world of science and tech that can influence the world, including Indonesia. We cannot be locked up in an empty circle and see others pursue global demands. In order to do this, firms must adopt a proactive approach. That can make essential

policies to keep up with the times (Roziat al., 2021). With the right approach, its implementation will be able to provide satisfaction to its members. Job satisfaction is an essential well-being indicator to keep track of since it influences employee performance. The advantages of work satisfaction do not only help people; they also benefit the organization.

The reflection of positive and negative values is also influenced by leadership embraced by the organization, where the organization is good because it has a good leader. No community or group does not have a leader because, without a leader, the community or group moves irregularly and ostensibly has no purpose (Roziat al., 2021). For that, a group needs a leader. Leaders have a vital role in a community or group. A leadership style that is executed is an action or a decision that significantly influences the satisfaction of members and groups. One style of leadership that is believed to trigger the emergence of job satisfaction among individuals is Transformational leadership (Salauet al., 2018). Employees who experience less conflict are more likely to be satisfied in their jobs. (Kammerhoffet al., 2019). Employees who work in organizations with transformational leadership styles report higher levels of happiness and productivity—total commitment. Ultimately, employees that are satisfied with their jobs will perform at their best, which will lead to increased productivity. Boils down to organizational effectiveness (Tentamaet al., 2021).

Haq and Kuchinke (2016) stated that Transformational leadership is more than just visionary leadership, but also able to motivate employees beyond certain expectations so that Transformational leadership can improve employee performance. Transformational leadership can guide employees to stay motivated and have psychological well-being so that job satisfaction can still be achieved. Another factor that makes employees satisfied is psychological well-being because psychological well-being has important implications both at work and for other aspects of an employee's life. Over the years, many researchers have known that Psychological well-being affects employee life at work. A large number of studies have examined the impact of the psychological well-being of employees on employee work outcomes (Karapinar et al., 2019; Turban and Yan, 2016). What is poorly understood is how employee well-being impacts job performance and employee satisfaction. Evidence shows that employee health and well-being are among the most critical factors for organizational success and performance (Bakker et al., 2019; Turban and Yan, 2016). Good health and well-being will avoid the effects of work stress on employees.

The effects of work stress on employees' psychological well-being result from workload, physiological factors, role ambiguity, organizational climate, psychological factors, job satisfaction, and independent and remote work (Prasad et al., 2020). In addition, employee motivation is one of the factors that can affect job satisfaction. Therefore, efforts to achieve employee job satisfaction include paying attention to employee work discipline. Discipline is any individual and group that ensures compliance with orders and takes the initiative to perform an action that requires no order (Prasad et al., 2020). Employees' mental attitude needs to be encouraged continuously because the disciplined mental attitude will significantly help the organization achieve maximum goals. High discipline will lead to employee job satisfaction. Employee motivation encourages employees to be excited and achieve the results they want to achieve (Kurniawan, 2017).

Several studies have documented that transformational leadership has an association with employee satisfaction, such as research conducted by Roziat al. (2021); Abouraia and Othman (2017); Hewett et al. (2018); Salau et al. (2018); Aydogmus et al. (2018). While the psychological well-being related to employee job satisfaction, such as research conducted by Dreer (2021), while the study that explains employee motivation towards employee satisfaction and performance, such as Putra and Dewi research (2019); Risambessy et al. (2012). In addition, research related to Transformational leadership on employee satisfaction with work motivation moderation such as research conducted by Karyaningsih et al. (2021); Niet al. (2015) researching work motivation mediation relationships.

The research that the researchers have done is still not comprehensive. Researchers are trying to develop further study from previous researchers by research in 2021 and the conditions of the covid 19 pandemic, further adding transformational leadership variables with psychological well-being to job satisfaction. In addition, researchers added motivation mediation variables that can affect job satisfaction. In comparison, the purpose of this study is to find and analyze the influence between Transformational leadership and Psychological well-being on Job Satisfaction through motivating employees in the Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia. As for the world of Education, to know and provide additional knowledge related to Transformational leadership and Psychological well-being to Job Satisfaction in the world of education in Indonesia.

Transformational leadership against Employee motivation

Leadership and Motivation are part of the determinants of an organization's success. Leadership factors bind every person in a group. A leader's ability to encourage others is essential under his control. If a person feels motivated, he will do his work voluntarily without the compulsion to perform his duties well (Dharyadi Siwi et al., 2019). Leadership that can spur employee motivation is a transformational leadership style. A transformational leadership style is a leadership style that encourages others to change. It is closely related to Motivation because it can motivate and inspire followers and direct positive change in the group. In transformational leadership, there needs to be inspirational Motivation of ideal influence, intellectual stimulation, and individual considerations (Palupi. 2020).

Nielsen et al. (2019), Elvino Bonaparte (2017), this is where he examined the impact of transformational leadership on employee motivation. The results show that there is a relationship between transformational leadership and a positive influence on employee motivation. Based on Nielsen et al. (2019), Elvino Bonaparte (2017), then the author tried to determine the initial hypothesis as follows:

H1: Transformational Leadership has a positive effect on Employee Motivation

Psychological well-being against employee motivation

To create a perfect effort from an employee requires a strong Psychological Well-Being. (Carol D. Ryff. 1989), For employee motivation to increase, there need to be independence, goals, self-acceptance, positive relationships from within employees so that Motivation becomes strong due to high transformational. In addition, the individual's drive to explore the ability to improve the individual's life can determine the Motivation of each employee (Ryff, 1995).

Research In the same way that research conducted by Kotera et al. (2021); Abdul et al. (2021); Emadpoor et al. (2016) examined the transformational impact on employee motivation were in the results of his research explained that psychological well-being has a positive influence on employee motivation, researchers have researched transformational leadership relationships with customer satisfaction and retention. Thus, it can be shown that strong and high transformative leadership may boost employee happiness. Based on research Kotera et al. (2021); Abdul et al. (2021); Emadpoor et al. (2016), The author tries to define the initial hypothesis as follows:

H2: Psychological Well-being positively affects Employee Motivation

Employee motivation for job satisfaction

Motivated and committed employees with a high level of work engagement are considered an essential asset for an organization, and it can result in increased organizational effectiveness (Al-Madiet al., 2017). An individual's drive to engage in goal-oriented behavior will make employees satisfied. Employee satisfaction at work is due to the factors and emotional conditions of the employee that motivate the employee are looking at his job so that employees will be satisfied if the Motivation is also strong (Furnham et al., 2009).

Researchers have researched employee motivation on job satisfaction before such as research conducted by Putra and Dewi (2019); Risambessy et al. (2012); Hendri (2019), who examined the impact of Employee motivation on Job Satisfaction was in his research explained that employee motivation has a positive influence on job satisfaction. This clarifies that solid and high employee motivation can increase employee satisfaction. Based on the study of Putra and Dewi (2019); Risambessy et al. (201, ; Hendri (29) the author, tried to determine the initial hypothesis as follows:

H3: Employee Motivation has a positive effect on Job Satisfaction

Transformational leadership on Job Satisfaction

Leadership is a significant factor in predicting employee satisfaction because leader behavior will always make employees' reference in determining satisfaction with their leaders (Rozi et al., 2021). finding a positive relationship between organizational leadership behavior, teaching quality, learning, and professional engagement. Professional engagement here will explain the extent to which employees feel engaged about their work with the boss. It will ultimately determine how satisfied the employee is with their boss.

Researchers have researched the transformational leadership relationship to job satisfaction before, such as research conducted by Rozi et al. (2021); Abouraia and Othman (2017); Hewett et al. (2018); Salauet al. (2018); Braun et al. (2013); Aydogmus et al. (2018); Dappa et al. (2019) which examines the impact of transformational leadership on Job Satisfaction wherein the results of his research explained that transformational leadership has a positive influence on Job Satisfaction. This illustrates that strong transformational leadership and deep relationships with employees can improve employee satisfaction. Based on research Rozi et al. (2021); Abouraia and Othman (2017); Hewett et al. (2018); Salau et al. (201); Braun et al. (2013); Aydogmus et al. (2018); Dappa et al. (2019) the author tries to determine the initial hypothesis as follows:

H4: Transformational Leadership has a positive effect on Job Satisfaction

Psychological well-being to Job Satisfaction

Employee satisfaction is also influenced by psychological well-being because employees have moral solid goals and direction, high self-esteem, a strong sense of agency, Motivation, job satisfaction, and well-being, so they are committed to giving their best ability strongly and high (Hessel et al. 2020). The impact of the best ability will make the employee's performance maximum and impact increased productivity, and will ultimately make employees satisfied. This job satisfaction occurs because employees who work want to get material welfare and welfare that psychologically provides a certainty impact to employees of the State Civil Apparatus. But for honoree employees also feel that there will certainly of being an appointment to the State Civil Apparatus, so that in this study explained this.

researchers have conducted research psychological Well-Being relationship to Job Satisfaction before, such as research conducted by Nandoliya (2017); McInerney et al. (2018); Taylore et al. (2013), Dreer (2021), Washinta, and Hadi (2021); (Hessel et al.), 2020) who examined the impact of Psychological Well-Being on Job Satisfaction were the results of his research explained that Psychological Well-Being has a positive influence on Job Satisfaction. This illustrates that a solid and high psychological well-being can increase satisfaction. Based on Nandoliya research (2017); McInerney et al. (2018); Taylor et al. (2013), Dreer (2021), Washinta and Hadi (2021); Hessel et al. (2020), the author tried to determine the initial hypothesis as follows:

H5: Psychological Well-being positively affects Job Satisfaction

From the explanation of the relationship between variables and hypotheses that have been explained above, the following is the following research framework.

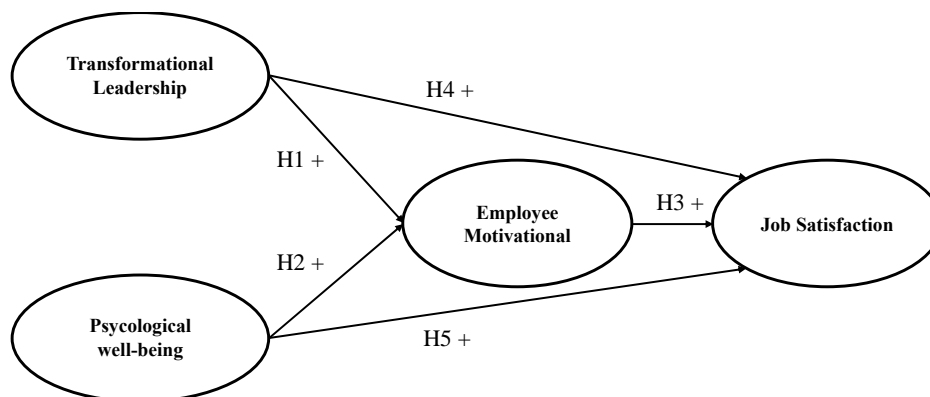


Figure 1 Research Framework

II. RESEARCH METHODS

Measurement

The study measured two independent variables, *transformational leadership*, using dimensions according to Ferozi and Chang (2021) and 12 questions. *Psychological well-being* uses dimensions according to McInerney et al. (2018) and indicates as many 19 questions. For Motivation, mediation variables using the dimensions of Fernet et al. (2015) and Fernet et al. (2017) as well as indicators as many as 11 questions, and *Dependent Variables of Job Satisfaction* using dimensions Luthans et al. (2021) as well as indicators of 8 queries. In this measurement, researchers will spread questionnaires using the Linkert Scale 1-5 where a score of 1 is Strongly disagreed, a score of 2 differs, a score of 3 is neutral, a score of 4 agrees, and a score of 5 strongly agrees.

Pretest

The *pre-testis* performed using 50 samples that have been entered to determine validity and reliability. Di where the results of the *pre-test* validity test of 50 models that meet the criteria indicate that the indicator is declared valid if the outer *loading* value > 0.60 (Ghozali, 2019). So that the results of this pretest explain that no indicator has an outer *loading* value of < 0.60 , therefore, all indicators are valid. In addition, this study uses two reliability tests: *Composite Reliability*, where the expected composite *reliability* value is > 0.700 . *Cronbach's Alpha* with a general limit of *Cronbach's alpha* is 0.60 (Ghozali, 2019). In addition to the outer *loading* value, the AVE value on each variable has an AVE value of > 0.500 . The results of this pretest show indicators with the value of each variable having an AVE value

of > 0.50 , and each indicator has an outer *loading* value of > 0.60 . Furthermore, all valid variables and indicators then the following attached results *cross-loading pre-test validity* test for 50 samples. The conclusions of these test results are all reliable indicators, and respondents understood the meaning of each indicator question on the questionnaire.

Population, Sample, and Respondents

This research was conducted on 153 Employees of the Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia based in Jakarta. The study uses an inductive quantitative approach to test research models, the significance of the relationship between variables and factors, and hypotheses. The stage of survey dissemination consists of pre-test survey activities, formation of research models, confirmation studies, and data analysis. The number of respondents used in this study amounted to 153 respondents. The criteria of respondents who can fill out the questionnaire are men or women between the ages of 19 to over 40 years, while the data processing method uses *Structural Equation Modeling* (SEM) with data obtained through the dissemination of questionnaires with simple *random sampling* techniques to respondents with a population of all employees who are in the Ministry of Education, Culture, Research and Technology of the Republic of Indonesia in Jakarta.

Data Analysis

Using Structural Equation Models (SEM), which is a multivariate statistical technique that combines all aspects of factor analysis (factor analysis), path analysis (path analysis), and regression (Regression regression) so that the results of the research become more complete, the researchers will conduct a second round of analysis after they have gathered all of the results of the questionnaire. (Hair et al., 2014); (Sugawara and Nikaido, 2014). In this study, researchers used analytical techniques. *Variance-based SEM* (SEM-PLS) is a causal approach that aims to maximize variation of the latent variable criteria described (explaining variance) by *predictor Latent* (Halim et al., 2020). In addition, the advantage of using SEM-PLS is that the data used can be less, as in this study, the study sampled only 153 respondents, so that researchers used analysis. *Structural Equation Models Partial Least Square* (PLS).

III. RESULT

Respondent Profile

Based on the respondent's profile, 50.33% were male and 49.67% female, of which 41% were aged 26 - 35 years and 35.95% were aged 36 - 40 years. The employee status of the majority of respondents is already a civil servant (68.63%), and the remaining 30% is honoree/contract status. The respondents themselves were 24% did not have rank, 22.22% ranked II, 51.63% ranked III, and the rest ranked IV. The working experience of the respondents themselves is the majority more than ten years, and the rest is between 1 - 10 years. In terms of education, 78% have studied S1, 13% with Diploma education, 5.23% with S2 education, and the rest of high school.

Outer Model Testing

Analysis of outer models ensures that *the measurements* used are suitable for valid and reliable measurements (Hair et al., 2014). The calculation of this model specifies the relationship between latent variables and their indicators. Outer model analysis can be seen from several indicators such as *Convergent Validity*, where the reflexive size of the individual is said to be high if correlated > 0.6 with the construct to be measured. In contrast, the outer loading value between 0.5 - 0.6 is considered sufficient (Hair et al., 2014). *Discriminant Validity*, *Composite reliability*, while *Cronbach's Alpha* used to test a variable can be declared reliable if it has a value *Cronbach's alpha* > 0.6 , then tested the formative indicator Significance of *weights* with the value of the constructive indicator weight with the construct must be significant (Hair et al., 2014). This study showed that all indicators have a value above 0.6, so it can be concluded that the related indicator has met the requirements of the outer *loading* test. For that, the overall *outer loading* test result is above 0.6. Based on the test result showed that all indicators have outer *loading* of more than 0.6 so that the next test of validity and reliability can be done.

VALIDITY TEST

Convergent Validity Test

In testing convergent validity, the model is seen from its AVE value. A model is declared to have met convergent validity if it has a value of more than 0.5. The *Average Variance Extracted* values in this research model are summarized in the output. Based on the results of Average Variance Extracted (AVE) showed that the variable Transformational Leadership with AVE 0.603, Psychological well-being with AVE 0.603 Employee Satisfaction with AVE 0.700, Motivation with AVE 0.751, so that this study has met the requirements of convergent validity has a value of more than 0.5 and can be done next test.

Discriminant Validity Test

Fornell-Larcker is an approach used to assess discriminant validity. As for how to read it by reading diagonally between variables or constructs. In the Fornell-Larcker output, the value between variables sideways compared to other values looks larger. This means that all research variables have met the validity test and can be continued with reliability tests.

Reliability Test

According to Hair *et al.* (2017), that minimum value for Cronbach Alpha (0.6), rho-A (0.6), and Composite Reliability (0.6). The reliability test output showed results for variable job satisfaction with a value of Cronbach Alpha 0.939, rho-A of 0.942, and Composite Reliability of 0.949. For motivational variables with a value of Cronbach Alpha 0.965, rho-A of 0.971, and Composite Reliability of 0.970, then variable transformational leadership with a value of Cronbach Alpha 0.965, rho-A of 0.969, and Composite Reliability of 0.970 and variable Psychological well-being with a value of 0.965. Cronbach Alpha 0.962, rho-A by .968, and Composite Reliability 0.966.

Each variable has a value exceeding the threshold of each criterion (Cronbach Alpha, rho-A, and Composite Reliability). This indicates that the research model has met the validity and reliability tests to be continued in the estimation of the next model.

Inner Model Testing

The inner model analysis describes the relationship between latent variables based on substantive theory. The inner analysis of the model can be evaluated using the R-square for dependent constructs, the Stone-Geissler Q-square test for predictive relevance and t-tests, and the significance of the structural path parameter coefficients. Hypothesis testing can be seen from the t-statistical value and the probability value. For hypothesis testing, using statistical values, 5% of the t-statistics value used is 1.96. So, the criteria for acceptance/rejection of the hypothesis are H_a accepted and H_0 rejected when the t-statistics > 1.96. To reject/accept a hypothesis using probability, H_a is accepted if the value $p < 0.05$ (Hair *et al.*, 2014).

Evaluation of Structural Models (Inner Model)

Multicollinearity Test

To find out whether there is multicollinearity or not, a multicollinearity test is tested based on variance inflation factor values that do not exceed the value of <10 (Hair, *et al.*, 2017). Based on the output obtained, the maximum value of Variance Inflation Factor (VIF) of 8,361 means that all indicators have VIF values below the specified limit of <10 and are declared free from symptoms of multicollinearity.

Coefficient of Determination

The method commonly used to evaluate structural models is generally the coefficient of determination (R-Square). The function of R-Square is to assess how much influence exogenous latent variables have on endogenous variables. R-Square values show a value of 0.849, where the Motivation variable can be exemplified by 84.9% by the variable Transformational Leadership, Job Satisfaction, and Psychological Well-Being. Other variables outside the research model represented the remaining 15.1%. In comparison, the Job Satisfaction variable has an R-Square value of 0.786 which means that the variation of Job Satisfaction is exemplified by the Psychological Well-Being and Transformational Leadership variables of 78.6%. In addition, the value of R^2 obtained from the Variable of Job Satisfaction of 0.786, Motivation of 0.849 and based on Chin (1995), the Psychological Well-Being model is included in the criteria of the "weak" model while Motivation and Job Satisfaction fall within the criteria of the "Strong" model.

Path Analysis

The path of coefficients or inner models can be analyzed from the significance level through the t-statistics and p-value of each relationship in the hypothesis. A hypothesis is significant if it has a t-statistic greater than 1.96 and a p-value below 0.05. Furthermore, the evaluation of the model is done by looking at the value of significance by doing a bootstrapping procedure to find out the influence between variables. This procedure uses the entire original sample for re-sampling. In this study, the number of bootstrap samples used was 152. The expected t-value is > 1.28 with significance level = 10%, t-value > 1.65 with significance level = 5% and t-value > 2.326 with significance level = 1%. This study uses an alpha value significance level of 5% with a value of t-value > 1.65. The t-value results of this study are in the following table.

Based on output results, there is an insignificant partial influence ($p\text{-value} > 0.05$) on direct influence. The p-value and t-statistics that do not meet the requirements are in the Influence of Transformational Leadership Motivation with a p-value of 0.581. For Psychological well-being to Motivation with a value of 0.000, while Transformational Leadership, Psychological well-being, employee

satisfaction with job satisfaction with a p-value of 0.000. This indicates that one hypothesis is not accepted in this study and has no significant effect. In contrast, the remaining four hypotheses have a p-value below 0.05 and a t-statistic above 1.96.

Path Diagram

Based on the results of *the output* conducted by researchers using 152 samples, the path diagram image in this study looks like in the image below.

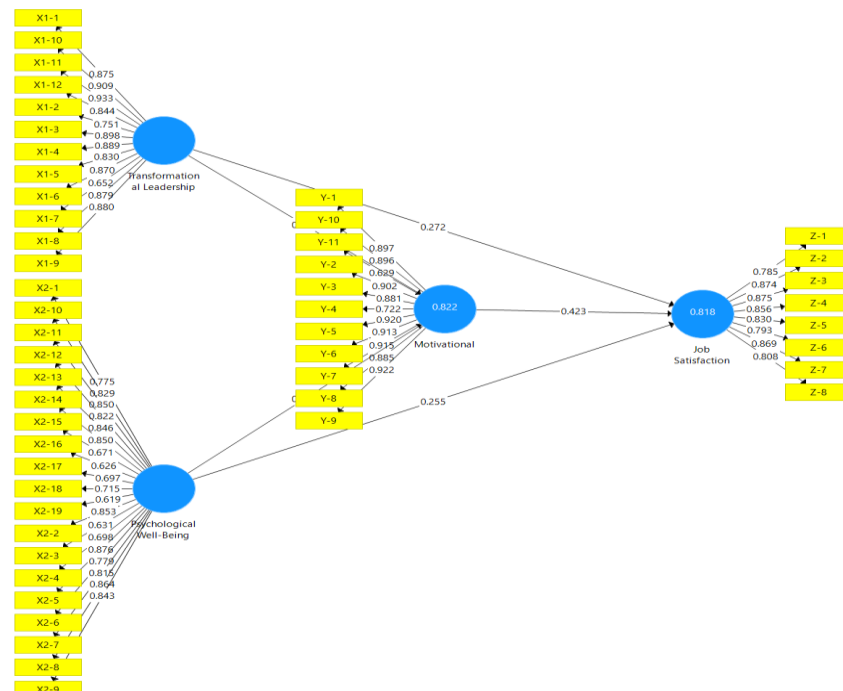


Figure 2 Path Diagram Images

Hypothesis Results

Based on the results of the path analysis can be concluded that H2, H3, H4, and H5 are accepted because they have a value of $P\text{-Values} < 0.005$, then the results of the researcher's hypothesis are seen in the following table.

Table 4. 5. Results of Research Hypothesis Testing

RELATIONSHIP	P-Value	Result
H1: <i>Transformational Leadership</i> is positively related to Motivation	0,581	Not Accepted
H2: <i>Psychological well-being</i> is positively associated with Motivation	0,000	Accepted
H3: <i>Motivation</i> is positively associated with job <i>satisfaction</i>	0,000	Accepted
H4: <i>Transformational Leadership</i> is positively related to job <i>satisfaction</i>	0,000	Accepted
H5: <i>Psychological well-being</i> is positively associated with job <i>satisfaction</i>	0,000	Accepted

IV. DISCUSSION

Relationship Transformational leadership to Motivation

A leader who applies *transformational* leadership in principle can motivate subordinates to do better than what is usually done. In other words, this leader can increase the confidence or confidence of subordinates who will affect the performance they represent as fulfilled job satisfaction. When *transformational* leadership is felt through reward, active control, and passive control, it will increase the drive or passion in the form of enjoyment and pleasure of employees in carrying out and completing work. However, in the case of research objects on Education, Culture, Research, and Technology of the Republic of Indonesia, transformational leadership is not strong enough to influence employee motivation. Transformational leadership does not have a major influence on the increasing Motivation of

employees in education, culture, research, and technology of the Republic of Indonesia. Transformational leadership factors do little to give a strong boost to employee effectiveness in situations and conditions that force anyone not to move and move too freely. In normal times, the leader's ability to move, motivate, and influence employees to be willing to take actions aimed at achieving goals cannot be done optimally during the Covid-19 pandemic.

The analysis using track analysis proved that there was no positive influence between *transformational* leadership and employee motivation. This analysis provides information that transformational leadership has no significant and positive effect directly on employee motivation. This means that the stronger the understanding and implementation of *transformational* leadership, the stronger the employee motivation. Inconsistent with certain other research findings and the assumption that there is a relationship between transformative leadership and employee motivation, the findings of this study were obtained. The study was conducted by Nielsen *et al.* (2019), Elvino Bonaparte (2017), who stated that *transformational* leadership positively influences employee motivation. But this study is in line with research conducted by Saputra *et al.* (2019), which explained that there is no positive relationship between *transformational* leadership and employee motivation.

Psychological well-being relationship to Motivation

Good *psychological well-being* will generate good and effective energy to produce good and productive employee performance motivation. In this study, it was proven that *Psychological Well-being* has a positive influence on Employee Motivation. Because the greater the positive energy of each employee, the more likely it is that workers will be moved to create high performance, which will ultimately result in a feeling of pleasure, as seen by this example. The results of the track analysis were conclusive.

The analysis using track analysis proved that there was a positive influence between *Psychological Well-being* and employee motivation. The results of this analysis provide information that *Psychological Well-being* has a positive effect directly on employee motivation. This means that the stronger the positive thoughts on the psychological well-being of employees, the stronger the employee motivation. The results of this study are consistent with some research results and the theory that there is an influence between positive thoughts on employee motivation. Studies conducted by Kotera *et al.* (2021); A, dul *et al.* (2021); Emadpoore *et al.* (2016) *Psychological well-being* has a positive influence on employee motivation.

Employee Motivation for Job Satisfaction

An employee who feels motivated in working as well as possible because of a strong drive both in his own internal and external factors, so he will try his best in the following abilities. Work effectiveness is the relationship between results as *output* and goals as inputs. The greater employees' contribution to the achievement of goals, the more effective the organization will make its employees satisfied. Strong Motivation in employees will influence and provide high satisfaction to employees (Robbins and Judge), (2017).

The test results showed a significant and positive influence of *Motivation* on employee job satisfaction. So, this follows the initial hypothesis proposed. In addition, this study also shows that *Motivation* has provided positive influences that employees can accept. The results of this study support the opinion of Putra and Dewi (2019); Risambessy *et al.* (2012); Hendri (2019), who stated that *Motivation* has a positive effect on employee satisfaction.

Transformational Leadership Relationship to Job Satisfaction

Leadership must produce effectiveness because that is one of the functions of leadership. With the existing power and authority, the leader can force subordinates to produce good and effective performance and provide satisfaction to their subordinates. The better the leader who can lead in planning, developing competencies, appreciating subordinates, managing finance and facilities, and applying strict discipline will increase the satisfaction of his subordinates. These leaders can increase the confidence or confidence of subordinates who will affect the performance they represent as fulfilled job satisfaction. In other words, the better and higher a *Transformational* leader provides the ability and good management of subordinates, the more satisfied employees will be with their leaders.

Based on the test results showed a significant and positive influence of *Transformational* leadership on employee job satisfaction. So, this follows the initial hypothesis proposed. In addition, this study also shows that leaders have given acceptable positive influences in setting high standards of behavior to be role models and be examples and cause respect and pride in employees at work. So, employees feel job satisfaction through a leader who can set an example, and employees feel satisfied. The results of this study support the opinion of Rozi *et al.* (2021); Abouraia and Othman (2017); Hewett *et*

al.(2018);Salau et al. (2018); Braunet al.2013);Aydogmus et al. (2018); Dappa et al. (2019) which states that *Transformational Leadership* has a positive effect on employee satisfaction.

Psychological well-being relationship to job satisfaction

Psychological well-being is one of the factors in increasing employee satisfaction. The higher the psychological well-being that employees will obtain, the higher and more employee job satisfaction. Conversely, the lower level of psychological well-being will decrease job satisfaction. This job satisfaction occurs because employees who work want to get material welfare and welfare that psychologically provides a certainty impact to employees of the State Civil Apparatus. But for honoree employees also feel that there will be certain to be appointed as a State Civil Apparatus, so that this study explained this.

The test results showed a significant and positive influence of *Psychological Well-being* on employee job satisfaction. So, this follows the initial hypothesis proposed. In addition, this study also shows that *Psychological Well-being* has given positive influences that employees can accept. The results of this study support Nandoliya's opinion (2017); McInerney et al.(2018); Taylore et al.(2013), Dreer (2021), Washinta and Hadi (2021); (Hessel et al.), 2020) who stated that *Psychological Well-being* has a positive effect on employee satisfaction.

V. CONCLUSION

Our study found that *Transformational Leadership* had no positive effect on Motivation, while *Psychological Well-being* had a positive effect on Motivation. In addition, *Transformational Leadership, Psychological Well-being, and Motivation positively influence job satisfaction* in Education, Culture, Research, and Technology of the Republic of Indonesia. *Transformational Leadership and Psychological Well-being* must be pursued to encourage Motivation so that it will result in a significant increase in satisfaction. The findings of this study provide useful information for organizational development practitioners and researchers in understanding job satisfaction in Education, Culture, Research, and Technology of the Republic of Indonesia and task performance in the Education, Culture, Research, and Technology environment of the Republic of Indonesia. These findings are useful for professionals to understand better the dynamics of fatigue in promoting job satisfaction and employee task performance based on their job levels and workers' psychological problems in education, culture, researched technology of the Republic of Indonesia.

Limitation

Limitations in this study lie in several things, where researchers realize many obstacles and difficulties in the data collection process. The number of respondents became one of the obstacles in data collection because researchers only got 153 respondents. This is due to time constraints and unused situations. The process of retrieving data using questionnaires also contains weaknesses. Not all respondents can be sure to answer honestly and earnestly to the details of the questions asked. Researchers were unable to control the quality of answers because the pandemic period did not allow respondents to answer honestly according to actual conditions and understand the substance of the question with the correct understanding. Time constraints and pandemic situations that have not subsided make the selection of exogenous variables limited and possibly not yet appropriate. Consultation with guidance lecturers is also limited by distance and time. There are several weaknesses in data processing methodology and report writing techniques that have not been maximized.

Suggestion

Although there are many limitations to this study, the findings hope that they will provide knowledge and insights, particularly for researchers themselves, but also for the general public and academics in general. Furthermore, the impact of psychological well-being due to covid conditions that cause discomfort to employees needs to be investigated in greater depth. Consequently, it is strongly advised that this study be extended by including or substituting research factors other than those used in this study to get more thorough findings. Additionally, researchers may further grow in other sectors or organizations when the settings are free of Covid, allowing for the generation of various outcomes and the inclusion of khasanah research to the mix.

Managerial Implications

This inquiry was carried out in its entirety. To determine the extent of the influence of *Transformational Leadership and Psychological Well-being* on Job Satisfaction through *motivation* mediation variables in employees in Ministry education, culture, research, and technology. This research has implications for agencies to consider *Transformational Leadership and Psychological Well-being* to increase. Employee motivation is necessary to attain corporate objectives. Effectively and well as expected. The resources that are owned and controlled to be in charge of properly are mainly related to

Human *Capital* as the main capital of the organization, and Psychological *Well-being* occur. As a result, to be the source of organizational strength.

Transformational Leadership in the environment of government agencies may be different from business institutions because the main task is community service is not the orientation of getting the greatest benefits for the company. Although Regulations and legislation bind transformational Leadership in the environment of government agencies, management science has similarities and functions. Therefore, in managing existing resources, the leadership's wisdom must be directed in fostering employees following the mandate of the law as servants of the state and unifying the nation.

Psychological Well-being is a source of employee wisdom in carrying out the service task so that a healthy climate and organizational culture are brought to fruition but still competitive. The Vision of the Ministry of Education, Culture, Research, and Technology supports the President's Vision and Mission to realize a sovereign, independent. Pancasila, a personality-based Advanced Indonesia, was established via the founding of Pancasila. It is only through Psychological Well-being workers who continue to become well-established and developed that students who are critically reasoned, creative, independent, loyal, godly to God Almighty, and noble, royong, as well as global diversity, may be achieved.

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