STRENGTHENING TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CLIMATE AND TRUST IN AN EFFORT TO IMPROVE JOB SATISFACTION

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Abstract

This research aims to produce strategies and ways to improve Teacher Job Satisfaction by examining the influence of other variables on job satisfaction. Other variables are: Transformational Leadership, Climate Organization and Trust. The selected sample amounted to 280 people proportionally random sampling in 10 sub-districts, the next stage with proportional random sampling in 66 schools with the formula William G Cochran. This study uses a path analysis approach followed by a survey method using SITOREM analysis. The results showed that: (1) At a value of $\beta y1 = 0.239$, transformational leadership has a positive impact on job satisfaction., (2) At a value of $\beta y2 = 0.200$, the organizational climate has a positive impact on job satisfaction., (3) A value of $\beta y3 = 0.462$ has a positive effect on confidence in job satisfaction., (4) It has a positive impact on the transformational leadership of trusts with a value of $\beta 31 = 0.357$., (5) Trusts with a value of $\beta 32 = 0.450$ have a positive impact on the organizational climate. (6) A value of $\beta 21 = 0.648$ has a positive impact of transformational leadership on the organizational climate., (7) Through trust with a value of $\beta y31 = 0.4095$, indirect positive transformational leadership influences job satisfaction. (8) Through trust with a value of $\beta y32 = 0.456$, the organizational climate has an indirect positive impact on job satisfaction. (9) A value of $\beta y21 = 0.424$ affects job satisfaction through the organizational climate. The results of the SITOREM analysis showed that the 17 indicators were still weak and needed improvement.

Keywords: job satisfaction, transformational leadership, organizational climate and Trust.

INTRODUCTION

The strategic role of teachers as an important part of schooling and nation building, the position of teachers should be placed in a very important position in the acceleration of development, considering that teachers are the ones who directly prepare a set of education necessary for development. Thus, teachers are something that is necessary for these development goals. Given the strategic role of this teacher, it is appropriate for teachers to be placed in a position of dignity worthy of humanity.

Teacher job satisfaction can also be influenced by the principal's poor leadership, not supporting the teacher in all activities that have been done or will be done. Thus causing low creativity of teachers in guiding and teaching students. Teacher job satisfaction is an important target in human resource management, which should be a concern for the principal because either directly or indirectly can affect the organizational climate. An

unsupportive organizational climate can damage school management leading to low teacher job satisfaction characterized by symptoms such as arrogance, lazy work, many complaints, low work performance, low quality of teaching, teacher indiscipline and other negative symptoms.

Teacher job satisfaction can also be influenced by trust between teachers, principals and also school employees, with the trust among school members can facilitate all the affairs that will be done in school. There is mutual trust between school members, school members help each other, support each other, because they believe what will be done will benefit and advance the school with the positive results they expect. High job satisfaction signifies that the school has been well managed with effective management. High job satisfaction indicates the compatibility between the teacher's expectations and what the school provides. For this reason, it is important to identify relationships between transformational leadership, organizational culture and trust in terms of teacher job satisfaction at SMP Negri South Jakarta.

Satisfaction has many implications, so before discussing job satisfaction, we need to admit that the issue of job satisfaction is not a simple conceptual or analytical issue. However, it is still relevant to say that according to Siagian (2012: 295) job satisfaction is a way of looking at a person, both positive and negative about his work. Malik (2017:147-166) suggests that the study findings reveal the transformational leadership component has a significant influence with respect to job satisfaction along with employee organizational commitment. Hanaysha (2012:145-148) explores the effects of transformational leadership characteristics on job satisfaction. Survey methods are used to collect data from respondents. The study revealed that individual considerations and intellectual stimulation affect job satisfaction. However, intellectual stimulation is positively related to job satisfaction and individual considerations are negatively related to work satisfaction. Charisma or inspiration of leaders was found to have no effect on job satisfaction.

This research was also supported by Rivera and Zapata (2019:68-82). The results showed that transformational leadership positively affects job satisfaction and organizational climate in the work team. It was also found that job satisfaction had a positive influence on the organizational climate, and that both builds affected teamwork performance. Transformational leadership is also related to teacher performance. In every organization there is always a leader who rules, directing his subordinates to achieve individual, group, and organizational goals. Through his role, a leader can make the organization he leads forward or backward, effective or ineffective. The principal is an educational leader who must make the right decisions, communicate and inform and move various resource forces in order to carry out management or administration of education to achieve high educational productivity. The principal is responsible for the implementation of educational activities, so that he has an obligation to always hold coaching in the sense of trying so that the management, assessment, guidance, supervision, and development of education can be carried out better. As a leader, the principal is suspected to have a great influence to make the school go forward or backward. The developed leadership style determines the effectiveness of leadership.

The organizational climate is also a very important component in improving a teacher's job satisfaction. The climate of an organization can influence and influence almost everything that happens in the organization. A conducive climate will have a positive influence on the success of schools in achieving their goals and vice versa, a climate that is not conducive will hinder the development of schools to achieve their goals.

Trust is also a very important component in improving a teacher's job satisfaction. Trust is generated from one person to another colleague based on the experience of working with his partner based on information, influence and control. Trust can increase based on the accuracy, willingness and completeness of information received consistent positive experiences in the past with a party will

increase mutual trust so that it will foster hope of a good relationship in the future.

Many things can affect a teacher's job satisfaction in an organization including principal leadership, organizational culture, work motivation, performance, commitment, competence, work discipline and much more. But the main targets in this study were job satisfaction, transformational leadership, organizational climate and trust. The big picture variables in this study are 4 variables, namely variable job satisfaction, transformational leadership variables, organizational climate variables and trust variables. The above variables can be mapped through the individual model proposed by Gibson, J.L., Ivancevich, J.M., Donnelly Jr., J.H., & Konopaske, R. (2012:88-9 0)

Individual Behavior Framework

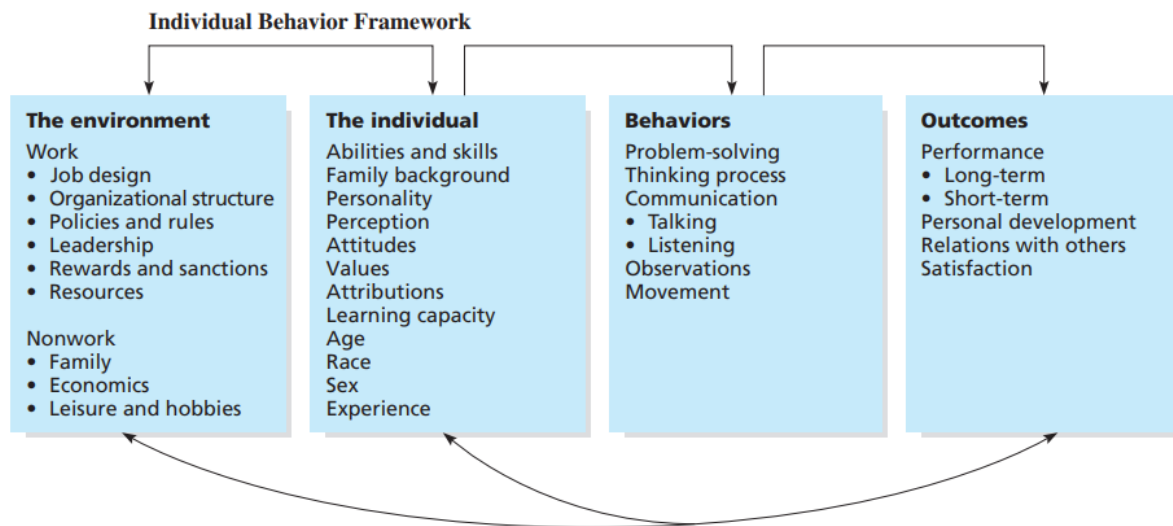| The environment	The individual	Behaviors	Outcomes
Work	Abilities and skills	Problem-solving	Performance
• Job design	Family background	Thinking process	• Long-term
• Organizational structure	Personality	Communication	• Short-term
• Policies and rules	Perception	• Talking	Personal development
• Leadership	Attitudes	• Listening	Relations with others
• Rewards and sanctions	Values	Observations	Satisfaction
• Resources	Attributions	Movement	
	Learning capacity		
Nonwork	Age		
• Family	Race		
• Economics	Sex		
• Leisure and hobbies	Experience		

Figure 1. *Gibson Individual Behavior Framework Model*

Based on the figure above explained that the alignment and analysis of the leader of the behavior and performance of the individual requires consideration of variables that directly affect the behavior of the individual, the individual variables include variables of ability. and expertise, family background, personality, perception, attitude, value, attribution, learning capacity, age, race, sex and experience. The behavior of workers is complex because it can be influenced by a number of variables the environment there are factors (way of working, organizational structure, policies and rules, leadership, rewards and sanctions, resources) and not work (family, economy, comfort and hobby). While in behavior there is problem solving, thought processes, communication, observation and movement. In outcomes consisting of long-term work results, short-term work results, self-development, relationships with others and satisfaction. This explanation is in accordance with the variables in this study, namely the organizational climate and transformational leadership into the

environment, trust into the individual and job satisfaction into the outcomes.

According to Gibson et all (2012: 108-109) In his book " Organization: Behavior, Structure, Process", he states that job satisfaction is an individual's attitude towards one's work that arises from one's perception of one's work. Indicators include: (a) Pay (salary, wages, honor, etc.), (b) Job (employment conditions: means, challenges, job requirements), (c) Promotion Opportunities (promotional opportunities, career development, status improvement), (d) Supervisor (Supervisory of superiors, superior-subordinate relations), (e) Co-Workers (co-workers, teamwork, etc.). Cass et all (2003:79-95) assert work satisfaction is a broad positive emotional reaction and one's attitude towards his work, generated by a comparison between actual and desired or anticipated results. Job satisfaction is: (a) consider the job attractive, (b) have a good relationship with management, (c) have a high income (more important for men than

women), (d) work independently, (e) have good opportunities for progress, (f) good support with colleagues.

Wright and Cropanzano (2000:84–94). Job satisfaction is an internal state that is expressed by effectively and/or cognitively evaluating an experienced job with some degree of likes or dislikes. Factors that influence: (a) increased satisfaction with the work itself, (b) the level of satisfaction with colleagues and (c) the level of satisfaction with supervision. Colquitt, Lepine, and Wesson. (2013:96-97) in his book "Organization Behavior" defines job satisfaction as an individual's emotional condition arising from an assessment of his work or experience in his work. Factors that affect work satisfaction, namely: (a) Pay, (b) Promotion, (c) Supervision, (d) coworkers, (e) work itself, (f) altruism, (g) status, and (i) environment.

Kreitner and Kinicki (2010:24-25), in their book "Organizational Behavior" formulate that job satisfaction is an affective or emotional response to various aspects of a person's work or in other words job satisfaction reflects the extent to which an individual likes his work. There are 5 models of job satisfaction: (a) need fulfillment: compensation, benefits, job security, work and personal life balance, (b) discrepancies: results of fulfillment of expectations, (c) value attainment: awards and recognition that support the personal value of employees, (d) equity : treated fairly at work and (e) dispositional: some people are considered to be dissatisfied with something they have.

According to James Wood (2013: 113), Job satisfaction is the degree to which a person feels positive or negative about his or her work. Factors affecting it: (a) work, i.e. responsibility, interests, and development; (b) Interaction with colleagues, that is, harmonious and respectful interaction. (c) Financing opportunities, opportunities for further progress; and (d) pay, i.e. the recommended fee is sufficient and fair compared to other payments received. Fred Luthan (2011: 141) says job satisfaction is the result of employees' perception of how well their work provides important things. The

indicators are: (a) the job itself is a job that provides an interesting task, an opportunity to learn, and an opportunity to accept responsibility, (b) salary, i.e. a number of wages received and the level at which this is seen as appropriate compared to others in the organization, (c) promotion opportunities, where opportunities are given to advance in the organization, (d) supervision, the ability of supervisors to provide technical assistance and behavioral support, and (e) co-workers are technically savvy and socially supportive.

Leslie (2007:278-279) says that job satisfaction refers to the general attitude of an employee towards his work, with an indicator (a) of working conditions; (b) salary and benefits; (c) the attitude of employees towards the organization; (d) supervise his work; and (e) age and health of employees. Based on some opinions of experts it can be synthesized that work satisfaction is a positive emotional condition of the individual arising from the assessment of work and his experience. With indicators: (a) environmental situation, (b) career development, (c) rewards, (d) open communication of subordinates and leaders, (e) work team.

Jena, Pradhan & Panigrahy (2017), formulating transformational leadership is a leader who creates an attractive vision for followers to realize the intrinsic needs and targets of the organization. Transformational leadership can be explained through factors, namely: (a) the ideal leader is a leader as an example who articulates a vision that appeals to followers, (b) inspiring motivation is a guiding path that constantly inspires and motivates followers to achieve the desired results despite difficulties, (c) Intellectual stimulation is encouraging creativity while encouraging employees to think outside the box and always be innovative, (d) individual balance is the level of consideration of leaders to meet employee needs.

Kammerhoff, Lauenstein & Schütz (2018), formulated transformational leadership is a style in which leaders consider each individual's aspirations and team abilities. In this regard according to him transformational

leadership is described in factors: (a) the ideal role model is a leader who can be an ideal role model in his work and can influence his subordinates to follow him, (b) inspirational motivation is to motivate his followers, leaders who apply a transformational style emphasize to the together and common goals and communicating clearly how this can be achieved by working together, (c) intellectual emulation is a leader challenging his followers intellectually by stimulating and encouraging creativity and new approaches, (d) individual balance is a leader careful to understand and meet the needs of followers and personal values. Niessen et all (2017). Transformational leadership is a meaningful and creative exchange between leader and follower with the goal of guiding followers through vision-driven change. Transformational leadership can be explained through factors: (a) the ideal effect is to consider the needs of others above his own, and serve as a charismatic role model for his followers and respond to his confidence, and respect, (b) inspirational motivation is the meaning of supply, showing optimism and enthusiasm about goals and the future, (c) Intellectual simulation is a behavior that stimulates a follower's critical reflection process by asking assumptions, reframing problems, rethinking routines, and approaching old situations in new ways, (d) individual balance is a leader who pays attention to individual needs by providing empathy, a supportive climate, and training and learning opportunities.

Phaneuf et all (2016). Transformational leadership is geared towards change and towards improving individual and collective performance. Transformational leadership can be explained through its factors, namely: (a) individual balance is a leader who pays attention, respects and cares about employees and their development, (b) intellectual etymption is the tendency of leaders to innovate, to challenge the status quo, and to be open to change and new ideas, (c) Inspirational activation is the ability of leaders to motivate their employees to perform by raising their expectations using an attractive vision of the future, (d) an ideal audience in accordance with

the charisma and attitude of leaders who make them role models who motivate and influence their employees.

Cetin and Kinik (2015) stated that transformational leadership is leadership that transforms the personal values of followers to support the vision and goals of the organization by fostering the environment so that relationships can be formed and by building a climate of trust so that vision can be applied. Transformational leadership can be explained through its factors, namely: (a) Charismatic Leadership is demonstrating unusual competencies, celebrating follower achievements, dealing with crises and using force for positive gain, (b) inspirational Motivation Inspirational motivation is presenting an optimistic and achievable view of the future, forming expectations and forms, meaning, reducing complicated things to key issues using simple language, and creating a sense of priorities and goals, (c) intellectual intelectual stimulation is providing intellectual stimulation when helping followers develop new ideas, motivating them to take alternatives. for problem solving and taking a closer look at all possible solutions, (d) individualized Consideration is recognizing differences between people in their strengths and weaknesses, likes and dislikes; being an 'active' listener, assigning projects based on individual abilities and needs, encouraging the exchange of two-way views and promoting self-development.

According to Colquitt, Jeffery and Michael (2013: 496), transformational leadership is leadership that inspires all its members to commit in order to a shared vision that gives meaning to the development of their own potential and some new problems. Transformational leadership can be explained through several factors, namely: (a) Charisma (charisma): Attractive attraction can inspire devotion to others. (b) Idealized influence: Influence and directing towards the mindset (idealism) of his subordinates. (c) Inspirational Motivation: providing ideas, support and assistance that motivate subordinates, (d) Intellectual stimulation: providing stimuli or challenges to move the pikers of their

subordinates, and (e) Individualized considerations (individual attention): provide attention and treatment individually / individually based on the level of performance and needs of their subordinates.

Gibson et all (2012:356-358), transformational leadership is a leader whose followers will accept the goals and missions of the awareness group that gives clues to see the interests of both oneself and others. The factors that indicate indications of transformational leadership are (a) Charisma, (b) Idealized influence, (c) Inspirational motivation, (d) Intellectual Stimulation and (e) Individulized Consideration. Kreitner and Kinicki (2010: 44), transformational leadership is leadership that transforms employees to pursue personal interests, the organization's goal is more than a model of transformational leaders will try to influence moving and developing leadership to others. In this regard, according to him, the transformational leadership described in the factors are (a) Charisma, (b) Idealized influenced, (c) Inspirational motivation, (d) Intellectual stimulation, and (e) Individual consideration.

Bernard and Ronald (2006: 6), transformational leadership is stimulating and inspiring his followers to achieve the extraordinary and in the process of drafting their own leadership capacities. The factors that indicate an indication of transformational leadership are (a) Charisma, (b) Idealized influence, (c) Inspirational Motivation, (d) Intellectual stimulation, and (e) Individual consideration.

Based on these theories it can be tested that transformational leadership is a leader who directs his subordinates to the achievement of a common vision as well as organizational goals. The indicators are: (a) charismatic, (b) motivate his subordinates, (c) intellectual stimulation, (d) accompany subordinates to foster opportunities, (e) provide attention and treatment of subordinates based on the level of performance and needs of their subordinates.

Yadav, Balaji and Narendra (2016:168-174) formulated an organizational climate referring to a measurable set of attributes of the work environment perceived by those who work in it. Organizational climate is the key to business success because it impacts employee attitudes and behavior. Factors in its organizational climate, are: (a) warmth and support, (b) responsibility and (c) appreciation. Ehrhart, Schneider and Macey (2014:2) formulated an organizational iklim is a member of the organization related to the events, policies, practices, and procedures they experience and the behavior they see valued, supported, and expected. Factors in their organizational climate, are: (a) be relations with events, (b) policies, (c) practice, (d) the procedure they experience, (e) the behavior they see valued, (f) supported and (f) expected.

Schneider and Barbera (2014: 10) formulated an organizational climate concept that means organizational employees relate to the policies, practices, and procedures they experience and the behaviors they observe to receive rewards, support, and expectations. Factors in the organizational climate, are: (a) policy, (b) practice, (c) The procedures they experience and the behavior they observe get rewards, (d) support, and (e) expectations. Giacomo (2011: 31) defines organizational climate as a collection of the personality of an organization; is a form of a collection of perceptions or attitudes based on several aspects in the environment of an organization. Factors in the climate of its organization, are: (a) Intellectual Climate: characterized by worker support for intellectual activities, (b) Standard Achievement: characterized by the extent to which personal achievements are valued by the organization (c) Personal Dignity: characterized by the extent to which individual workers feel respected and supported by the organization, (d) Organizational efestivity: characterized by the extent to which the work environment encourages effective task performance, (e) Regularity: characterized by an organization that values conformity and the established order for completing tasks, (f) Control Impact: characterized by the extent to which personal expression is allowed or restricted.

Robbins and Judge (2013: 251) argues that organizational climate refers to the shared

perceptions that organizational members have about organizations and their work environment. The organization's climate perspective is: (a) security, (b) fairness, (c) diversity and (d) customer service. In the opinion of Zohar and Luria (2005: 616-628) organizational climate refers to the sharing of perceptions among members of the organization related to the environmental aspects of the organization that inform the role of behavior, i.e. the extent to which certain aspects of role behavior are valued and supported in any organization. The indicators are: (a) policy/procedure, (b) clarity of task, (c) work implementation process, (d) work pattern as priority. Based on these theories can be synthesized that organizational climate is his perception of organizational policies, practices, procedures and ways of interacting that support creativity, innovation. So that it will be valued, supported, and expected with indicators (a) worker support for intellectual activities, (b) appreciation of the organization for the achievements of its members, (c) support and respect for its members, (d) encouragement of the work environment to the effect task vitas, (e) the organization's appreciation of the conformity and order established for completing the task.

Bouguettaya (2009:5), formulating trust has been defined as a definite dependence on the character, ability, or strength of a person or something. Trust factors, namely: (a) trust correlates with the service's ability to perform the necessary functionality in an acceptable way, (b) trust reduces the uncertainty associated with any interaction, (c) service-oriented activities need to establish a trust mechanism that helps answer questions about who should be trusted and who should not. McShane and Glinow (2008:113). Trust refers to the positive expectations a person has for others in situations involving risk. Trust factors, namely: (a) trust means putting trust in another person or group, (b) This is also a reciprocal activity, (c) to accept trust, you must show trust.

Janasz, Dowd and Schneider (2005:33). Trust means confidence in people; you have confidence in them-in their integrity and

abilities. Trust factors, are: (a) by adding confidence in self-disclosure, we can complete the relationship equation, (b) the two elements form a cycle; the more you believe, the more you express it, and the more you express it, the more you express it, the more you believe it. Geoge & Jones (2005:363). Trust is the willingness of one person or group to have faith or belief in the goodwill of others, although this puts them at risk (because others may act in a deceptive manner). Trust factors, namely: (a) they must believe that they will be rewarded for being cooperative and working to achieve long-term organizational goals even when this can undermine their short-term personal goals, (b) trust is also important to build good working relationships within groups and teams so that process results can be achieved. Only if team members believe other team members will also behave in an effective way, (c) ethical leadership helps build trust and all parties work towards common goals can performance gains be substantial.

Colquitt, Jeffery and Michael (2013:194-230) define trust as a willingness to be influenced based on good expectations of credible actions and intentions. Belief factors, namely: (a) disposition-based (based on disposition) which means that your personality traits include a general tendency to trust others, (b) cognition-based (based on cognition) which means that the belief is rooted in rational judgments about authority beliefs and (c) affect-based means it depends on feelings of authority that go beyond rational judgment.

Fasochah (2013: 22) defines trust as the desire to rely on a trusted exchange partner. Green quoted by Fasochah states that the components of trust are: (a) Credibility; means that the employee is honest and his words can be trusted. Credibility must be done with the words, "I can trust what it says about...." Other related forms are believability and truthfulness, (b) Reliability; means something reliable or reliable. This is related to the quality of the individual/organization. Reliability must be done by the action, "I can trust what it will do". Other related forms are predictability and familiarity, (c) Intimacy; the related word is integrity which means employees have quality

as employees who have strong moral principles. Integrity indicates the existence of internal consistency, there is conformity between what is said and done; there is consistency between thought and action. In addition, integrity shows sincerity.

McKnight, Choudhury and Kacmar (2002:11), formulated a trust built between parties who do not know each other both in interaction and the process of transaction. According to Harrison, there are two beliefs that can be built, namely: (a) Trusting belief is the extent to which a person believes and feels confident in others in a situation, there are three elements that build trusting beliefs, namely benevolence, integrity, competence, (b) Trusting intention. Is a deliberate thing where a person is ready to depend on others in a situation, this happens personally and leads directly to others, there are two elements that build trusting intentions, namely willingness to depend and subjective probability of depending. The synthesis of these theories states that trust is the belief and willingness of one person or group based on good intentions to achieve the vision and goals of the organization. The indicators on trust (trust) are: (a) adjudication and responsibility, (b) good work in the group, (c) willingness to accept risk, (d) cooperate and cooperate with the team, (e) believe in ability and strength.

METHODOLOGY

This study uses some kind of quantitative study to test the hypothesis using path analysis. After the path analysis is performed and the results are obtained, the SITOREM analysis is performed to prioritize the processing of the still weak indicators.. According to (Soewarto Hardhienata, 2017). SITOREM stands for "Scientific Identification Theory to Conduct Operation Research in Education Management".

The population of this study is all teachers of State Junior High Schools in South Jakarta who have civil servant status and based on data from the South Jakarta City Education Office in 2021 with a population size of 2,334 teachers spread across 10 sub-districts and 66 schools.

In this study, samples were taken from affordable populations using proportional random sampling techniques. The first stage with proportional random sampling in 10 sub-districts, the second stage with proportional random sampling in 66 schools.

RESULTS

Based on the theoretically formed causal model, a diagram of the analysis of the path and the calculation of the coefficients of each path are obtained.

1.   Variable Path Influence Model On Substructure -1

The model of influence between variables in substructure -1 consists of one endogenous variable, namely variable Trust (X3) and 2 exogenous variables, namely Transformational Leadership (X1) and Organizational Climate (X2). Based on this influence, the path model in the substructure -1 is as follows: $X3 = \beta X3X1 + \beta X3X2 + e1$.

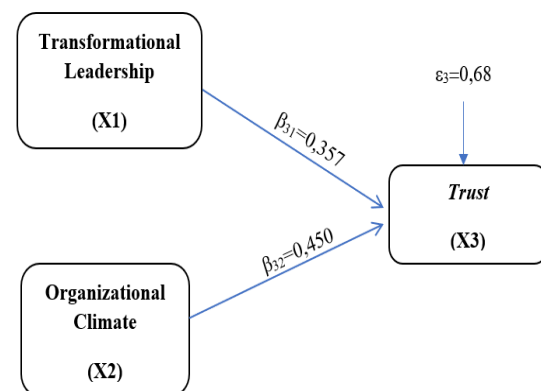Substructure Path Diagram -1 is presented in the following figure:

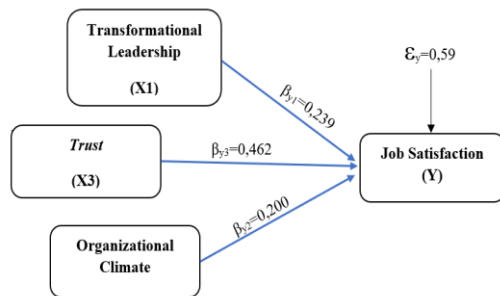Figure 2. *Substructure Path Diagram 1*

2.   Inter-Variable Path Influence Model on Substructure -2

The inter-variable influence model in sub-construction -2 consists of one endogenous variable, namely variable Job Satisfaction (Y) and 3 exogenous variables, namely Transformational Leadership (X1), Organizational Climate (X2), and Trust (X3).

Based on this influence, the path model in substructure -2 is as follows: Y= β YX1 + β YX2 + β YX3 +e2. Substructure Path Diagram -2 is presented in the following figure:

Figure 3. *Substructure Path Diagram 2*

3. Variable Path Influence Model on Substructure -3

The model of influence between variables in sub-structure-3 consists of one endogenous variable, the Organizational Climate variable (X2) and one exogenous variable, Transformational Leadership (X1). Based on this influence, the path model in substructure -3 is as follows: X2 = β YX1+ e3

The results of calculations through SPSS-21, obtained correlations in substructure-3 can be presented in the following table:

Table 1. *Path coefficient value in substructure -3*

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	59,943	6,747		8,884	,000
	Organizational_Climate	,645	,045	,648	14,186	,000

a. Dependent Variable: Transformational_Leadership

From table 1. It can be shown that the path model in substructure-3 is X2 = 0.648X1 + X2☐ or expressed by Organizational Climate = 0.648 Leadership + X2☐. The magnitude of the influence of other variables outside X1 on X2 is 58% of the results of the empirical model presented in the following table:

Table 2. *Summary of Empirical Model Results in Substructure -3*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,648[a]	,420	,418	9,769

a. Predictors: (Constant), Organizational Climate

The summary model table shows the calculation of the coefficient of determination marked R Square 0.420 or 42%. This means that there is a simultaneous direct influence of Transformational Leadership (X1) on the Organizational Climate (X2) of 0.420 or 42%. While the rest of the influence is calculated by the formula 1-0.420 = 0.580, then for the value

of e (error) can be calculated using the formula e = 1-R2 = 0.76. √(1- 0,420)

The significance value of each variable that proves the rejection or acceptance of the hypothesis is indicated by a number less than 0.05. The significance value of the variable X1 (Transformational Leadership) is indicated by the number 0.000, the number is less than 0.05. This means that Transformational Leadership (X1) has a positive and significant effect on the Organizational Climate (X2), then it can be concluded that the hypothesis (H0) is rejected and (H1) accepted. Substructure Path Diagram -3 is presented in the following figure:
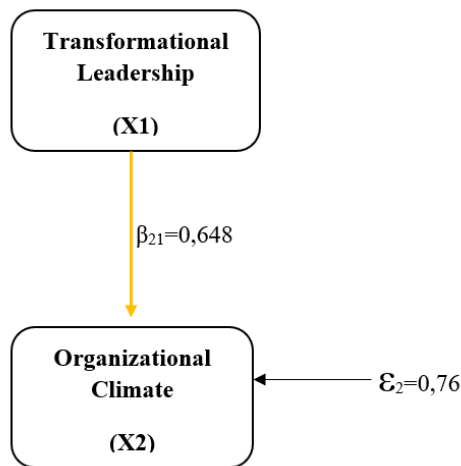
Figure 4. *SubStucture Path Diagram 3*

Based on the Substructure Path diagram -1, Substructure Path -2 and Substructure Path -3 can be presented a complete model of path analysis as follows:
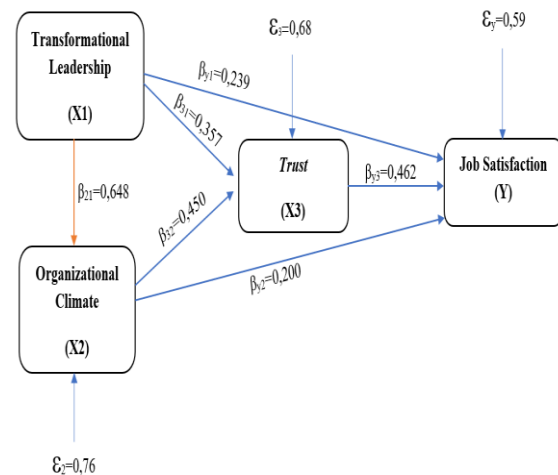

Figure 5. *Substructure Path Diagram Model 1, 2 and 3*

After the analysis of the structural model is carried out, the results of the calculations obtained are used to test the hypothesis to determine the direct and indirect influence between variables. The proposed hypothesis is concluded through the calculation of the value of the path coefficient and significant for each path studied. The results of the decision on all hypotheses submitted. Based on processing with the help of SPSS obtained a summary of the overall results of hypothesis testing displayed in the following table:

Table 3. *Recapitulation of Hypothesis Test Results*

Variable	Coefficient line	t_{count}	t_{table}	Test decision
X_1 to Y	0,239	4,694	1,968	H_0 rejected, H_1 accepted. There is a positive direct influence of transformational leadership on job satisfaction
X_2 to Y	0,200	3,778	1,968	H_0 rejected, H_1 accepted. There is a positive direct influence of the organizational climate on job satisfaction
X_3 to Y	0,462	8,705	1,968	H_0 rejected, H_1 accepted. There is a positive direct influence of *trust* on job satisfaction
X_1 to X_3	0,357	6,666	1,968	H_0 rejected, H_1 accepted. There is a positive direct influence of transformational leadership on trusts
X_2 to X_3	0,450	8,389	1,968	H_0 rejected, H_1 accepted. There is a directly positive influence of the organization's climate on *trusts*
X_1 to X_2	0,648	14,186	1,968	H_0 rejected, H_1 accepted. There is a positive direct influence of transformational leadership on the

Variable	Coefficient line	Z_{count}	Z_{table}	Test decision
				organizational climate.
X_1 to Y via X_3	$X_1 - X_3 =$ 0,357 $X_3 - Y =$ 0.462	4,99	1,96	H0 rejected, H1 accepted, There is an indirect influence of transformational leadership on job satisfaction through *trusts.*
X_2 to Y via X_3	$X_2 - X_3 =$ 0,450 $X_3 - Y =$ 0.462	5,90	1,96	H0 rejected, H1 accepted, There is an indirect influence of the organizational climate on job satisfaction through *trusts.*
X_1 to Y via X_2	$X_1 - X_2 =$ 0,648 $X_2 - Y =$ 0.408	6,85	1,96	H0 rejected, H1 accepted, There is an indirect influence of transformational leadership on job satisfaction through the organizational climate.

Calculation of Direct and Indirect Influence between Variables

After testing the hypothesis, the next step is to identify and calculate the direct and indirect influences between variables. The magnitude of direct and indirect influence is obtained from the path coefficient and correlation coefficient.

1.   Direct and indirect effects on job satisfaction (Y)

Direct and indirect influences on teacher job satisfaction can be seen in the table below.

Table 4. *Direct and indirect effects of Job Satisfaction (Y)*

Variable	Influence		
	Immediately	Indirectly	Total
Transformational Leadership (X_1)	0,239	0,165	0,404
Climate Organization (X_2)	0,200	0,208	0,408
Trust (X_3)	0,462	0	0,462

In table 4. It can be explained that Transformational Leadership has a direct effect of 23.9% and indirectly by 16.5% through trusts on total job satisfaction of 40.4% and Organizational Climate directly affects 20% and indirectly by 20.8% through trusts to job satisfaction of 40.8%, Trusts directly affect job satisfaction by 46.2%.

2.   Direct and indirect influence on trust (X3)

Direct and indirect influence on trusts can be seen in table 5 below

Table 5. *Direct and indirect influence of trust (X3)*

Variable	Influence		
	Immediately	Indirectly	Total
Transformational Leadership (X_1)	0,357	0,291	0,648
Climate Organization (X_2)	0,450	0	0,450

In table 5. It can be explained that Transformational Leadership has a direct effect of 35.7% and indirectly by 29.1% through the organizational climate to the total trust of 64.8% and the Organizational Climate has a direct effect on the trust by 45%.

SITOREM Analysis

Based on scientific identification theory for operation research in education management (SITOREM) or scientific introduction theory for operations research in the field of educational management, decreased advice or recommendations of research results in this dissertation will use the SITOREM method. This theory of scientific identification explains the steps in system analysis, modeling and simulation (Soewarto Hardhienata: 2017). The basis for consideration for the preparation of problem handling includes three criteria, namely: 1) the strength of the relationship between the free variable studied and the bound variable. 2) the order of the indicators that have been arranged priorities, and 3) the value of the indicators of field research results after considering the three criteria, then a sequence is made to determine the priority of actions to

improve the state of the bound variables. The results of the SITOREM analysis are presented in the following table:

Table 6. *SITOREM Results*

TRANSFORMATIONAL LEADERSHIP (ro=0.239), Ranked 2nd		
Initial Indicator	Indicators After Expert Assessment	Indicator Value
1. Charismatic.	1st Motivating subordinates (23.9%)	4.04
2. Motivating subordinates.	2nd Intellectual stimulation (20.9%)	4.01
3. Intellectual stimulation.	3rd Accompany subordinates to gain opportunities (19.4%)	3.86
4. Accompany subordinates to gain opportunities.	4th Charismatic (17.9%)	3.96
5. Faithful and responsible in work.	5th Faithful and responsible in work (17.9%)	4.03

ORGANIZATIONAL CLIMATE (ro=0.200), Ranked 3rd		
Initial Indicator	Indicators After Expert Assessment	Indicator Value
1. Support for worker intellectual activities.	1st An organization's appreciation for the achievements of its members (22.9%)	3.86
2. An organization's appreciation for the achievements of its members.	2nd The organization's support and respect for its members (21.4%)	3.97
3. The organization's support and respect for its members.	3rd Support for workers intellectual activities (20%)	3.92
4. The work environment that support the task effectiveness.	4th The organization's appreciation of the suitability and order established for completing tasks (18.6%)	3.69
5. The organization's appreciation of the suitability and order established for completing tasks.	5th The work environment that support the task effectiveness (17.1%)	3.96

TRUST (ry=0.462), Ranked 1st		
Initial Indicator	Indicators After Expert Assessment	Indicator Value
1. Honesty and responsibility.	1st Honesty and responsibility (23.5%)	3.81
2. Good teamwork relationship in a group.	2nd Be cooperative and working along with the team (20.6%)	3.84
3. Ready to accept risks.	3rd Good teamwork relationship in a group (19.1%)	3.66
4. Be cooperative and work along with the team.	4th Belief in ability and strength (19.1%)	3.83
5. Belief in ability and strength.	5th Ready to accept risk (17.6%)	3.78

JOB SATISFACTION (Y)		
Initial Indicator	Indicators After Expert Assessment	Indicator Value
1. Environmental situation.	1st Rewards (22.9%)	3.77
2. Career achievement.	2nd Career achievement (21.4%)	3.98
3. Rewards.	3rd Open communication of subordinates and superiors (20%)	3.83
4. Open communication of subordinates and superiors.	4th Teamwork (18.6%)	3.82
5. Teamwork.	5th Environmental situation (17.1%)	3.75

Indicator Priority Order to be fixed	Maintained/developed indicators
1st Honesty and responsibility	1. Motivating subordinates
2nd Be cooperative and working along with the team	2. Intellectual stimulation
3rd Good teamwork relationships in groups	3. Faithful and responsible at work
4th Belief in ability and strength	
5th Ready to accept risks	
6th Accompany subordinates to cultivate opportunities	
Charismatic 7th	
8th An organization's appreciation for the achievements of its members	
9th The organization's support and respect for its members	
10th Support for worker intellectual activities	
11th The organization's appreciation of the suitability and order established for completing tasks	
12th The work environment that support the task effectiveness	
13th Rewards	
14th Career achievement	
15th Open communication of subordinates and superiors	
16th Teamwork	
17th Environmental situation	

From the results of the SITOREM analysis above shows that based on the order of improvement priorities that need to be improved there are 17 indicators while those that need to be maintained there are 3 indicators.

DISCUSSION

Transformational Leadership Positively Affects Job Satisfaction

The results showed there was a positive relationship between transformational leadership and job satisfaction as evidenced by the equation $\hat{Y} = 43.91 + 0.65X_1$. From the results of the calculation of the coefficient of analysis of the path between transformational leadership and job satisfaction, obtained the value $ry_1 = 0.239$ with the category of strong relationship level, the results of the calculation of the coefficient of the path obtained tcount = 4,694, while the ttable = 1.968 in α = 0.05 and ttable = 2,593 in α = 0.01 to df = 278, these results show that the level of relationship between transformational leadership and job satisfaction has a less significant correlation.

To achieve good job satisfaction, a leader is needed who is able to inspire others to accept his organizational goals and strive to achieve them. In order to achieve job satisfaction of each school member, a leader must have transformational values in managing an organization. Boamah et all (2018:180–189) formulate transformational leadership is a relational leadership style in which followers have confidence and respect for leaders and are motivated to do more than expected of them to achieve organizational goals.

This research is in line with the results of previous research conducted by Waqas Umer Malik, Muqaddas Javed, Syed Taimoor Hassan (2017:147-166) that the growth and profitability of the organization depends on the satisfaction and commitment of employees working in the company's services. Significant results are shown, the component of transformational leadership escort to create increased employee satisfaction and commitment affects with positive impact as established for favorable interpersonal relationships among personnel, furthermore employee satisfaction also has an immediate positive impression. Job satisfaction is passed as the highest differentiation with respect to the level of employee position. Overall all impacts are positive but in weak consideration, which leads to not so much whether for job satisfaction and commitment employees should follow transformational leadership. In general, the findings reveal that it is necessary to increase the dimensions of transformational leadership to further improve performance aimed at acquiring employee satisfaction and commitment.

Based on the results of the SITOREM analysis, there is a positive relationship between transformational leadership and job satisfaction which is seen by the weight of scoring each indicator on transformational leadership

variables, namely: 1th Motivating subordinates (23.9%) with average empirical findings (4.04), 2nd Intellectual stimulation (20.9%) with average empirical findings (4.01), 3rd Accompany subordinates to gain opportunities (19.4%) with average empirical findings (3.86), 4th Charismatic (17.9%) with average empirical findings (3.96) and 5th Faithful and responsible in work (17.9%) with average empirical findings (4.03).

Organizational Climate Has a Positive Effect on Job Satisfaction

The results showed there was a positive relationship between organizational climate and job satisfaction as evidenced by the equation $\hat{Y} = 49.04 + 0.65X2$. From the calculation of the coefficient of analysis of the path between the organizational climate and job satisfaction, the value $ry2 = 0.200$ was obtained. The results of the calculation of the coefficient of the path obtained calculated $= 3,778$, while the ttable $= 1.968$ in $\alpha = 0.05$ and ttable $= 2,593$ in $\alpha = 0.01$ for df $= 278$, this result shows that the level of relationship between the organizational climate and job satisfaction has a less significant correlation. This is in accordance with Ehrhart, Schneider and Macey (2014:2) formulating the organizational climate is an organization member related to the events, policies, practices, and procedures they experience and the behavior they see valued, supported, and expected.

This study is in line with the results of previous studies conducted by Jorge Imer Gaviria-Rivera and Esteban López-Zapata (2019: 68-82). This research is carried out with the aim of analyzing transformational leadership roles and their relationship to the organizational climate, job satisfaction and teamwork performance. It highlights the importance of this leadership style in achieving company goals and seeking sustainable competitive advantage. Based on the results of the SITOREM analysis, there is a positive relationship between the organization's climate and job satisfaction which is seen by the weight of the assessment of the score of each indicator on the organizational climate variable, namely: 1th An organization's appreciation for the achievement of its

members (22.9%) with average empirical findings (3.86), 2nd The organization's support and respect for its members (21.4%) with average empirical findings (3.97), 3rd Support for worker intellectual activities (20%) with average empirical findings (3.92), 4th The organization's appreciation of the suitability and order established for completing tasks (18.6%) with average empirical findings (3.69) and 5th The work environment that support the task effectiveness (17.1%) with empirical findings average (3.96).

Trust Positively Affects Job Satisfaction

The results showed there was a positive relationship between trust and job satisfaction as evidenced by the equation $\hat{Y} = 54.69 + 0.62X3$. From the results of the calculation of the coefficient of analysis of the path between trusts and job satisfaction, the value of $ry3 = 0.462$ was obtained. The results of the calculation of the coefficient of the path obtained calculated $= 8,705$, while the ttable $= 1.968$ in $\alpha = 0.05$ and ttable $= 2,593$ in $\alpha = 0.01$ for df $= 278$, this result shows that the level of relationship between trust and job satisfaction has a significant correlation. To achieve good job satisfaction, good trust is needed, such as honesty, good work relationships, risk readiness, can work with other colleagues to achieve the job satisfaction that each school member wants to achieve. In order to achieve job satisfaction of each school member, the organizational climate must be able to cooperate in activities for a common purpose. This is according to Janasz, Dowd and Schneider (2005:33). Trust means belief when you trust people; you have confidence in them- in their integrity and abilities.

This research is in line with the results of previous research conducted by Rianto Ritonga (2016: 47-51) on the results of his research in structural models, The results show that there is a direct influence of transformational leadership on organizational commitment, organizational culture to organizational commitment, trust in organizational commitment, transformational leadership in trust, and organizational culture on trust. Based on the results of the SITOREM analysis, there

is a positive relationship between trusts and job satisfaction which is seen by the weight of the assessment of the score of each indicator on the trust variable, namely: 1th Honesty and responsibility (23.5%) with average empirical findings (3.81), 2nd Be cooperative and working along with the team (20.6%) with the average empirical findings (3.84), 3rd Good teamwork relationship in the group (19.1%) with average empirical findings (3.86), 4th Belief in ability and strength (19.1%) with average empirical findings (3.83) and 5th Ready to accept risk (17.6%) with average empirical findings (3.78).

Transformational Leadership Positively Affects Trust

The results showed that there was a positive relationship between transformational leadership and trust as evidenced by the equation $X1 = 26.44 + 0.77X3$ From the calculation of the coefficient of analysis of the path between transformational leadership and trust, obtained a value of $r31 = 0.357$. The results of the calculation of the coefficient of the path obtained calculated = 6,666, while the ttable = 1.968 in $\alpha = 0.05$ and ttable = 2,593 in $\alpha = 0.01$ for df = 278, this result shows that the degree of relationship between transformational leadership and trust has a significant correlation. To achieve good trust, good transformational leadership is needed; good transformational leaders are able to inspire others to accept their organizational goals and strive to achieve them. In order to achieve a good sense of trust from each member of the organization, the leader must be able to unite all members of the organization. Colquitt, Jeffery and Michael (2013: 496) suggests that transformational leadership is leadership that inspires all members to commit to a shared vision that gives meaning to the development of their own potential and some new problems.

This research is in line with the results of previous research conducted by Muslichah, Sobikhul Asrori (2018: 61-70), in his research shows that this study has not only good implications on practice but also for the literature on the effects of both

transformational leadership styles and leaders' confidence in job satisfaction.

Climate Organization Positively Affects Trust

The results showed there was a positive relationship between the organization's climate and trust as evidenced by the equation $X2 = 27.03 + 0.8X3$. From the calculation of the coefficient of analysis of the path between the climate of the organization and the trust, the value of $r32 = 0.450$ is obtained. The results of the calculation of the coefficient of the path obtained calculated = 8,389, while the ttable = 1.968 in $\alpha = 0.05$ and ttable = 2,593 in $\alpha = 0.01$ for db = 278, this result shows that the level of relationship between the organizational climate and trust has a significant correlation.

This research is in line with the results of previous studies conducted by Quarantine Marhaeni and Niken Ardiyanti (2020: 1-15). Based on the findings of this study, it can be concluded that organizational climate does not fully have a significant influence on knowledge sharing. Fairness as one of its dimensions has a significant influence on knowledge sharing, both knowledge donating and knowledge collect. While affiliation only has a significant influence on knowledge donating only. Trust also does not fully have a significant influence on knowledge sharing. Cognitive trust has a significant influence on knowledge sharing, both knowledge donating and knowledge collecting. While affective trust has a significant influence on knowledge collecting, but not on knowledge donating. LMX has a significant influence on knowledge sharing, both knowledge donating and knowledge collecting, but does not fully act as a mediation on the influence of organizational climate and trust on knowledge sharing.

Transformational Leadership Positively Affects the Organization's Climate

The results showed there was a positive relationship between transformational leadership and organizational climate as evidenced by the equation $X2 = 59.94 + 0.64X1$. From the calculation of the coefficient of analysis of the path between transformational leadership and organizational

climate, the value r21 = 0.648 is obtained. The results of the calculation of the coefficient of the path obtained tcount = 14,186, while the ttable = 1.968 in α = 0.05 and ttable = 2,593 in α = 0.01 for df = 278, this result shows that the degree of relationship between transformational leadership and organizational climate has a significant correlation. This study is in line with the results of previous studies conducted by Jorge Imer Gaviria-Rivera and Esteban López-Zapata (2019: 68-82). The research was conducted with the aim of analyzing transformational leadership roles and their relationship to organizational climate, job satisfaction and teamwork performance. It highlights the importance of this leadership style in achieving company goals and seeking sustainable competitive advantage. The results showed a strong and positive relationship between all the variables included in the study. Also shown how transformational leadership directly affects the organizational climate, after producing appropriate working environment conditions, they will have satisfied staff who will positively appreciate their work and will feel happy with it.

Transformational Leadership Positively Affects Job Satisfaction through Trust

The results showed that there was a positive relationship between transformational leadership and job satisfaction through trust as evidenced by the calculation of the results of the sobel test obtained by Zcount = 4.99, while Ttable = 1.96, these results showed that the level of relationship between transformational leadership can indirectly affect job satisfaction through trusts. In other words, good transformational leadership can increase teacher trust, so that if teacher trust is high, then teacher job satisfaction will increase.

Organizational Climate Positively Affects Job Satisfaction through Trust

The results showed that there was a positive relationship between the organizational climate and job satisfaction through trusts as evidenced by the calculation of the results of the sobel test obtained by Zcount = 5.90, while Ztable = 1.96, these results showed that the level of

relationship between organizational climates can indirectly affect job satisfaction through trusts. In other words, a good school organization climate can increase teacher trust, so that if teacher trust is high, then teacher job satisfaction will increase.

Trusts Positively Affect Job Satisfaction through organizational climate

The results showed that there was a positive relationship between trusts and job satisfaction through organizational climate as evidenced by the results of the calculation of the results of the sobel test obtained by Zcount = 6.85, while Ztable = 1.96, these results showed that the level of relationship between trusts can indirectly affect job satisfaction through the organizational climate. In other words, a good trust can improve the organizational climate, so that when the climate of school organizations is high, then teacher job satisfaction will increase.

Conclusion

1). Strong Transformational Leadership (X1) can increase Job Satisfaction (Y); 2) A strong Organizational Climate (X2) can increase Job Satisfaction (Y); 3) a strong Trust (X3) can increase Job Satisfaction (Y); 4) Strong Transformational Leadership (X1) can improve Trust (X3); 5) A strong Organizational Climate (X2) can increase Trust (X3); 6) Strong Transformational Leadership (X1) can improve organizational climate (X2). 7) strong transformational leadership (X1) can increase Job Satisfaction (Y) through Trust (X3); 8) Strong Organizational Climate (X2) can increase Job Satisfaction (Y) through Trust (X3); 9) Strong Transformational Leadership (X1) can increase Job Satisfaction Y) contentment through Organizational Climate (X2).

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