

The Effect of Transformational Leadership on Employee Job Satisfaction with the Mediation of Trust to Supervisors

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ABSTRACT

Leadership is an important role that can affect the success or failure of an organization. Transformational leadership is known to motivate others to do more than they should and often more than expected. In addition to the leadership role, the role of trust in supervisors is also needed in supporting the main goals of the company. Thus, these two variables will support the aspects that make the company's goals well achieved and employee welfare remains positive, which is also related to job satisfaction. This study aims to determine the effect of transformational leadership on job satisfaction, with the mediation of trust to supervisors on employees of PDAM Surya Sembada Surabaya. This study uses a quantitative approach and uses primary data of 33 people, where the data is collected using a questionnaire method that is distributed to employees at PDAM Surya Sembada Surabaya. The data testing technique used in this research is to use the Partial Least Square (PLS) analysis technique which is part of the Structural Equation Modeling (SEM) and the Sobel Test to test the mediation effect.

Keywords: Transformational Leadership, Job Satisfaction, Trust to Supervisor, Psychological Wellbeing, Corporate Sustainability, Quality Job

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INTRODUCTION

The role of a leader in the organization towards employees is very important. A leader is one of the determinants of the path and goals of the organization and must be ready to respond to growth (Rohman *et al.*, 2020). Leadership is an important role that can influence the success or failure of an organization. The need for good leadership is increasing, especially in the face of global competition. This study uses the aspect of a leader with a transformational leadership style. According to Wardani & Eliyana, (2020) argues that the concept of transformational leadership, initiated by Bass in 2003, explains that transformational leadership is the practice of identifying the motivations, values and needs of superiors and subordinates with the aim of satisfying the entire group. Transformational leadership will motivate others to do more than they should and often more than they think. They set more challenging expectations and usually achieve higher performance. This type of leadership is believed to be one of the driving factors for employees to innovate or make changes better than before (Syabarrudin *et al.*, 2020). Transformational leadership tends to be open-minded and visionary, so that employees will be supported to be more innovative. Companies need to have transformational leadership that can motivate employees to work beyond expectations.

Basically, transformational leadership is based on the principles of development related to subordinates (Chan & Mak, 2016). Transformational leadership is known to be able to evaluate the ability and potential of each subordinate to carry out his / her job, while looking at the possibility of expanding the responsibility and authority of subordinates in the future. In the relationship process

between leaders and employees, an element of confidence in employees is needed. When they feel confident in their leader, they do not hesitate to engage with their leader as long as it is in accordance with organizational policies. Some people will feel afraid to generate opinions if they lack trust in their leader (Afsar & Masood, 2018). In this study, it was also stated that supervisors were a critical factor in influencing employee work behavior. Having trust to supervisors embedded in the norms of reciprocity and social exchange is known to enable employees to manage risk and uncertainty effectively (Connolly *et al.*, 2012). So that through the effect of transformational leadership, employees are expected to be able to apply trust to supervisors. Because a high level of trust will emerge when employees understand confidentiality, identify with the organization, and feel a safe environment where they can keep themselves comfortable (Khattak *et al.*, 2020). So that employees will remain comfortable in the organizational environment, and create better results for their performance. It can also lead to an increase in employee job satisfaction.

An effective leader is a leader who recognizes the important strengths contained in the individual. Every individual has different needs and wants. By approaching individuals, leaders can apply all organizational rules and policies appropriately. Human resources or employees are by far the most important asset in any organization. Indeed, no organization can succeed without paying attention to its employees (Puni *et al.*, 2018). One aspect of employee work that attracts the attention of management and organizational researchers is job satisfaction. Luthans, (2011) stated that "job satisfaction is a sense of comfort or a positive emotional state that results from job evaluation

or work experience." Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction. Companies should first understand well that in order to have the right employees and be able to develop in a better direction, the company must first prioritize the job satisfaction of each employee (Setiawan *et al.*, 2020). Employee job satisfaction is very important to enable an employee to bring out the maximum ability in his job. In particular, employees who are satisfied with their work will be considered to be able to increase customer satisfaction and further make the organization profitable and moreover make the organization sustainable in the long term.

Regional Drinking Water Company or what is often called PDAM is a regionally owned business unit, which is engaged in the business of distributing clean water for the general public. There are now PDAMs in every province, district, and municipality throughout Indonesia. PDAM is known to be a means of providing clean water which is supervised and monitored by the regional executive and legislative officials. The history of PDAM in general starts with the construction of drinking water in 106 districts / cities, which was followed by the formation of the BPAM (Drinking Water Management Agency) as well as becoming the embryo of the PDAM that manages drinking water facilities and facilities where the Central Government is also responsible for the construction of this local government-owned production unit. PDAM Surya Sembada Surabaya is based in Surabaya, East Java, as one of the most reliable and reputable regional drinking water companies in Indonesia. This company has been established since 1976 and is owned by the Surabaya City Government.

Currently the condition of the company PDAM Surya Sembada Surabaya has developed and is more advanced than a few years ago. PDAM Surya Sembada Kota Surabaya as a clean water service agency always tries to provide excellent service oriented to customer satisfaction. This is manifested in the commitment of PDAM Surya Sembada. Surabaya City to always prioritize fast, precise and satisfying service. Company strategies that will be carried out in the short, medium and long term, such as looking for better sources of raw water in terms of quality and quantity, improving services to customers, including quality, quantity (capacity building), continuity, rehabilitating building infrastructure The existing Drinking Water Supply System, suitable for customers and technological developments, builds Soft Skill capabilities in the construction of a Drinking Water Supply System (SPAM) which includes installation, transmission, distribution, quality laboratories, customer service, and making a professional and independent company in management. professional.

Thus, to realize the company's goal of PDAM Surya Sembada Kota Surabaya in achieving a competitive advantage and making the company sustainable in the long term, the influence of a leader is needed. Through the right transformational leadership will create a trust to supervisors and job satisfaction with their employees. That way, they will still feel comfortable and feel that their psychological well-being is maintained, but at the same time they will be able to create better work results in achieving company goals. The author examines the effect of transformational leadership on job satisfaction by mediating trust to supervisors for PDAM Surya Sembada employees who are in the K3 section. In the initial survey stage, the researcher visited the PDAM administration

section and was directed to conduct research in the K3 section because it was in accordance with the phenomenon to be studied.

LITERATURE REVIEW

Theoretical Basis

Transformational Leadership

The leadership style will be associated with the actions of a leader when leading followers or in providing guidance. Leadership styles include egalitarian, authoritarian, transactional, and transformational (Rohman *et al.*, 2020). A good leader will serve as a role model and in a way that encourages sharing of knowledge and provides incentives to do so. According to Wardani & Eliyana, (2020) argues that the concept of transformational leadership, initiated by Bass in 2003, explains that transformational leadership is the practice of identifying the motivations, values and needs of superiors and subordinates with the aim of satisfying the entire group. Furthermore, the research also explains that transformational leadership has a commitment to lead with an understanding of ethics and believes that the organization has been well served by meeting the needs and satisfying its broadest constituents. In addition, transformational leadership will create the ability to direct changes in the strategy, mission, structure and culture of the organization, and can promote products with innovation (Mustika *et al.*, 2020). As quoted in Bass & Avolio, Northouse (2001), which identifies four transformational leadership behaviors, among others, intellectual stimulation, idealized influence, inspirational motivation, and individual consideration.

Basically, transformational leadership is based on the principles of development related to subordinates (Chan & Mak, 2016). Transformational leadership is known to be able to evaluate the ability and potential of each subordinate to carry out his / her job, while looking at the possibility of expanding the responsibility and authority of subordinates in the future. To create a sustainable business in the future, leaders in an organization must be able to create innovative work among employees or influence appropriate to organizational goals, in this case transformational leadership is deemed appropriate to make it happen. This type of leadership is believed to be one of the driving factors for employees to innovate or make changes better than before (Syabarrudin *et al.*, 2020). Transformational leadership tends to be open-minded and visionary, so that employees will be supported to be more innovative. Companies need to have transformational leadership that can motivate employees to work beyond expectations.

Job Satisfaction

Companies should first understand well that in order to have the right employees and be able to develop in a better direction, the company must first prioritize the job satisfaction of each employee (Setiawan *et al.*, 2020). Employee job satisfaction is very important to enable an employee to bring out the maximum ability in his job. Job Satisfaction is a description of positive feelings about work resulting from the characteristics being evaluated (Diana *et al.*, 2020). Employees with a high level of job satisfaction will show a positive attitude towards their work, while employees who are not satisfied with their work show negative attitudes towards their work (Syabarrudin *et al.*, 2020). That way, employees will feel that their psychological well-being is maintained, and that work feels fun. The research also states that the source of job satisfaction, one of which is work, refers to interest,

responsibility, and growth, which can be explained that every employee can have a subjective opinion on aspects of their work.

According to Luthans, (2011) job satisfaction includes cognitive, affective, and evaluative reactions or attitudes and conditions or in other words, positive or pleasant emotional states resulting from job evaluations or work experiences. Job satisfaction can be considered as employees' perceptions of how well their job provides things that are considered important. In addition, according to (Puni *et al.*, 2018) that job satisfaction is a multifaceted construction that captures employee feelings about various elements of intrinsic and extrinsic work. It refers to how a person content with their work in an organization and covers certain aspects of satisfaction related to benefits, salaries, promotions, supervision, working conditions, organizational practices and relationships with coworkers. Thus, job satisfaction is a means of attracting and retaining qualified employees in the organization, especially in creating sustainable jobs. Employees will feel satisfied if they are involved in the process of obtaining job training, decision making, and appropriate employee benefits, and have an effective manager (Vargas-Sevalle *et al.*, 2020). In particular, employees who are satisfied with their work will be considered to be able to increase customer satisfaction and further make the organization profitable.

Trust to Supervisor

Trust has been defined as a person's assumption, expectation, or belief that the actions of others in the future will be beneficial, beneficial, or at least not detrimental to one's interests (Ariyabuddhiphongs & Kahn, 2017). Afsar & Masood, (2018) stated that trust to leader is a critical condition when considering the interactional perspective of innovative work behavior, especially for employees who get high ratings on uncertainty avoidance. In this study, it was also stated that supervisors were a critical factor in influencing employee work behavior. Having trust to supervisors embedded in the norms of reciprocity and social exchange is known to enable employees to manage risk and uncertainty effectively (Connelly, Miller, & Devers, 2012).

A high level of trust arises when employees understand confidentiality, identify with the organization, and feel a safe environment in which they can keep themselves comfortable (Khattak *et al.*, 2020). Trust to organization is strongly influenced by trust to supervisor, because supervisor is considered as an agent of the organization. Previous research has determined that trust to supervisors will foster an environment that encourages employee innovation in order to create a company that is sustainable in the long term. That way, it can also be stated that trust to supervisors will result in higher work performance. Afsar & Masood, (2018) have also supported through their statement, that when employees apply trust to their supervisor who is competent, trustworthy, and cares about their work, they will find it relatively easy to work and understand vulnerability in uncertain and dangerous situations. This can happen because they feel safe and without fear they can share feelings, out of the box ideas, convolutions, and problems with their trusted partners, and their trusted partners will reciprocate constructively and with care. So that the form of trust to supervisor can maintain the welfare of employees while doing their job.

Hypothesis Development

Transformational Leadership and Job Satisfaction

There are many factors that can affect employee job satisfaction, one of which is leadership style (Puni *et al.*, 2018). An effective leadership style is able to provide motivational stimulation and direction to followers to achieve the mission and goals of the organization. This is supported by a statement according to (Vargas-Sevalle *et al.*, 2020) which states that transformational leadership practices have a positive effect on employees and reduce negative conditions in the workplace. So, having transformational leadership at work can make someone feel positive about their job (job satisfaction). The results of research by Dappa *et al.*, (2019) also show that transformational leadership and job satisfaction are correlated, in this study emphasizing the power of intellectual stimulation as the strongest dimension that has the highest influence on job satisfaction, and transformational leadership helps instill organizational goals into their employees. and gives them a sense of membership. Thus, in managing this, it is not only about aspects of employee work, but as an individual's personal life. In particular, it is concluded that transformational leadership can increase employee job satisfaction because employees feel safe in the organization they work for.

Bogler, quoted by Choi *et al.*, (2016) explained that transformational leadership behavior can affect job satisfaction through employee perceptions of the leader. Leaders will increase employee expectations and recognition for their work and increase employee job satisfaction through transformational leadership behaviors such as individual attention, intellectual stimulation, and motivation. In addition, Kouni *et al.*, (2018) also argue that successful and effective companies are run by leaders who set workplace conditions that allow employees to experience satisfying emotions (high job satisfaction). So that ensuring employee satisfaction is known to be one of the most important tasks that must be performed by those who manage the organization. Job satisfaction occurs when employees are assessed through transformational leadership behavior, namely individual consideration and inspiration. This relationship can be understood as a reciprocal exchange because employees gain job satisfaction and are committed to producing better work results when they are valued by the organization. So that the perceptions of individuals and transformational leadership teams will have a positive relationship with job satisfaction (Choi *et al.*, 2016).

Transformational Leadership and Trust to Supervisor

Transformational leadership and trust may play an important role in encouraging them to display employee work behavior (Afsar & Masood, 2018). Employees will be influenced by the role of transformational leadership such as, encouraging them to successfully argue for the right course of action rather than established procedures, giving flexibility to make decisions about their work context, providing a non-control work environment in which personal and organizational transformation and change are promoted, if thus employees will trust their leaders, because the intervention offers them the assurance they need to perform at their best. In this case, Wang *et al.*, (2016) have suggested that transformational leadership will encourage the search for follower feedback by showing attention, support, encouragement and respect for them, thus creating a high level of trust to supervisors in them.

Trust has been defined as a person's assumption, expectation, or belief that the actions of others in the future will be beneficial, beneficial, or at least not

detrimental to one's interests (Ariyabuddhiphongs & Kahn, 2017). Transformational leadership is known to motivate their followers to work beyond expectations by making them more aware of the importance and value of goals, and encouraging them to transcend themselves for the good of the group / organization, and appeal to the high-level needs of followers (Khattak *et al.*, 2020). Finally, employee considerations will determine their level of trust in the leader in meeting employee needs (Jena *et al.*, 2018). This is further supported by the statement (Khattak *et al.*, 2020) which states that showing exemplary behavior by the leader and the willingness to prioritize organizational goals over personal gain will strengthen the emotional bond between leader and followers, which results in a higher level of affective trust. So, it can be stated that transformational leadership will have an ideal effect by acting as a role model, which will lead to a higher level of trust in employees.

Trust to Supervisor and Job Satisfaction

Asencio (2016) states that trust to supervisors has a positive relationship with employee job satisfaction. This study also states that trust to supervisors can be said to be 'a psychological state consisting of the intention to accept vulnerability based on positive expectations of other people's intentions or behavior'. So that trust will refer to the level of trust employees have in their supervisors in behaving fairly and predictably. That is, trust to supervisors in employees refers to the employee's belief in the intentions and beliefs in their leader's actions. Chan & Mak, (2016) also support this by stating, when employees trust their supervisors, they are more likely to be satisfied with their own work. Because trust to supervisors can also help create a pleasant workplace that makes evaluating their work fun. Social exchange theory has also argued that employees are motivated to increase their job responsibilities when their relationship with management is based on trust.

Employee attitudes towards the workplace are reflected in job satisfaction and trust (Nasra & Heilbrunn, 2014). High levels of satisfaction and performance arguably require trust to supervisors (Ayu *et al.*, 2017). Followers need to trust their leader to feel positive about the leader and put extra effort into working effectively, which can add to their job satisfaction. If employees believe that the leader does not really care about their well-being, they will not trust their leader and as a result, they will be dissatisfied and unmotivated to cooperate fully with the leader which can have a negative impact on their performance. Evaluating mutual trust in building behavior can increase the level of expectations that influence employees to behave (Farrukh

et al., 2019), and employee job satisfaction is very important to enable an employee to bring out the maximum ability in his work (Setiawan *et al.*, 2020).

Trust to Supervisor mediates Transformational Leadership towards Job Satisfaction

According to Ariyabuddhiphongs & Kahn, (2017) in explaining the effect of transformational leadership mechanisms, trust to supervisors have been extensively examined and found to mediate transformational leadership relationships with various effects, such as job satisfaction, organizational member behavior, performance, and psychological well-being. Thus, it can be stated that trust to supervisors can mediate the relationship between transformational leadership and job satisfaction. Leaders who have ethical behavior are expected to provide support to their employees not only because of their personal interests but especially for the benefit of the larger organization (Farrukh *et al.*, 2019). The support provided by transformational leadership leaders to employees is built on moral behavior that is manifested through a belief, enabling employees to participate in team decision-making processes that lead to positive work results such as high levels of job satisfaction. This can only happen if there is mutual trust among employees to pursue such moral support from the leaders. Ayu *et al.*, (2017) state that efficiency in an organization is only possible when leader-follower who is dependent on each other work together effectively in a climate, one with positive trust. In addition, this study states that trust can increase the efficiency and effectiveness of communication. Leadership is also consistently related to trust to leader. Leadership will facilitate the development of trust to supervisor for various reasons such as, the determination of the leader's commitment to the vision (e.g. self-sacrifice), high self-confidence of the leader will increase the confidence of their employees, because they believe that their leader can perform a good leader role and make good decisions. right, so followers identify themselves and admire their leader. Mutual trust or trust between individuals contains elements of cognitive and affective (McAllister, 1995). Furthermore, these employees can influence positive work results such as job satisfaction. Because job satisfaction refers to a description of positive feelings about the job resulting from the characteristics being evaluated (Diana *et al.*, 2020). Employees with a high level of job satisfaction will show a positive attitude towards their work, that way, employees will feel that their psychological well-being is maintained and that their work is enjoyable.

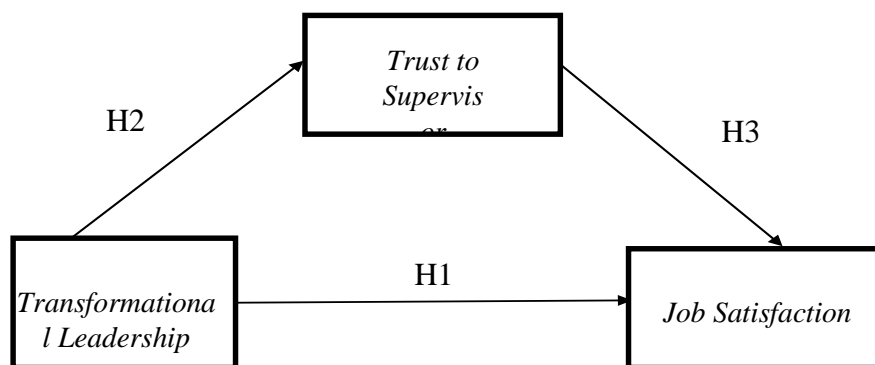


Figure 1. Conceptual Framework

RESEARCH METHODS

Research Approach

In accordance with the research objectives in this study using a quantitative approach. other. In this study, the independent variable with the symbol (X) is Transformational Leadership. In this study, the dependent variable with the symbol (Z) is the employee's Job Satisfaction. In this study, the intervening variable with the symbol (Y) is Trust to Supervisor. These variables are measured by a Likert scale (1-5) with the following scale levels: Strongly agree (Score 5), Agree (Score 4), Agree Enough (Score 3), Disagree (Score 2), and Strongly disagree (Score 3). Score 1).

Measurement

Transformational Leadership

Transformational Leadership is defined as a leadership style in PDAM Surya Sembada Surabaya that can inspire subordinates to increase their morale, trust, and motivate them to do something better than what was initially expected, and refers to the behavior of leaders in PDAM Surya Sembada Surabaya who are used as roles model for employees at PDAM Surya Sembada Surabaya. Measurement of Transformational Leadership in the adaptation of the Multifactor Leadership Questionnaire (Form 5x-Short) (MLQ-5x) by Bass *et al.*, (2003).

Job Satisfaction

Job Satisfaction is the result of employees' perceptions at PDAM Surya Sembada Surabaya regarding how well their jobs provide things that are considered important. The

measurement of Job Satisfaction refers to the theory of Luthans, (2006).

Trust to Supervisor

In this study, Trust to Supervisor is defined as an interpersonal relationship between employees at PDAM Surya Sembada Surabaya to tend to believe, give confidence or good hope for these employees. The indicators used to measure trust refer to the affect-based trust theory proposed by McAllister (1995).

Data and Sample Collection Techniques

In the collection and research, this was carried out through a systematic procedure, namely, the initial survey, questionnaire distribution, and literature study. The population used in this study were employees of PDAM Surya Sembada Surabaya in the K3 section (Safety, Health and Safety) which had a total population of 33. The number of samples taken in this study were counted in an object and the sampling technique in this study was saturated sampling. Saturated sampling is using the entire population as the sample. So that the number of samples is the same as the population.

Data Analysis Technique

Data analysis in this study using Partial Least Square (PLS) which is a powerful analysis method because it can be applied to all data scales, does not require many assumptions, and the sample size does not have to be large. It is known that the steps of data analysis using PLS must pass through the outer model analysis and inner model analysis.

Data Analysis

Table 1. Respondent Profile

Information	Total	Percentage
Number of Samples	33	100%
Gender:		
Male	17	51.5%
Female	16	48.5%
Last Education:		
Diploma	12	36.4%
Bachelor	4	12.1%
Senior High School	5	15.2%
Vocational High School	12	36.4%
Position:		
SPV	1	3.1%
Staff	32	96.9%
Work Section:		
K3	33	100%

Note: 4 demographic variables were coded in the data as (1) gender, (2) last education, (3) position, and (4) work section.

Table 2. Results Analysis Description

Variables	Code	Factor Loading			CR
<i>Transformational Leadership</i>	KT1.1	0.941			0.988433
	KT1.2	0.910			
	KT1.3	0.938			
	KT2.1	0.948			
	KT2.2	0.945			
	KT2.3	0.922			
	KT3.1	0.961			
	KT3.2	0.956			
	KT3.3	0.961			
	KT4.1	0.918			

	KT4.2	0.921			
	KT4.3	0.916			
	KT1.1	0.941			
	KT1.2	0.910			
<i>Job Satisfaction</i>	KK1.1		0.956		0.991819
	KK1.2		0.951		
	KK1.3		0.935		
	KK2.1		0.960		
	KK2.2		0.957		
	KK2.3		0.938		
	KK3.1		0.954		
	KK3.2		0.937		
	KK3.3		0.959		
	KK4.1		0.920		
KK4.2		0.912			
KK5.1		0.969			
KK5.2		0.942			
KK5.3		0.964			
<i>Trust to Supervisor</i>	KP1			0.968	0.981456
	KP2			0.966	
	KP3			0.946	
	KP4			0.953	
	KP5			0.946	

Note: Based on Table 2 it can be explained that all the indicators used, namely Transformational Leadership, Job Satisfaction, and Trust to Supervisor have met the requirements and are valid, because the value is more than 0.70

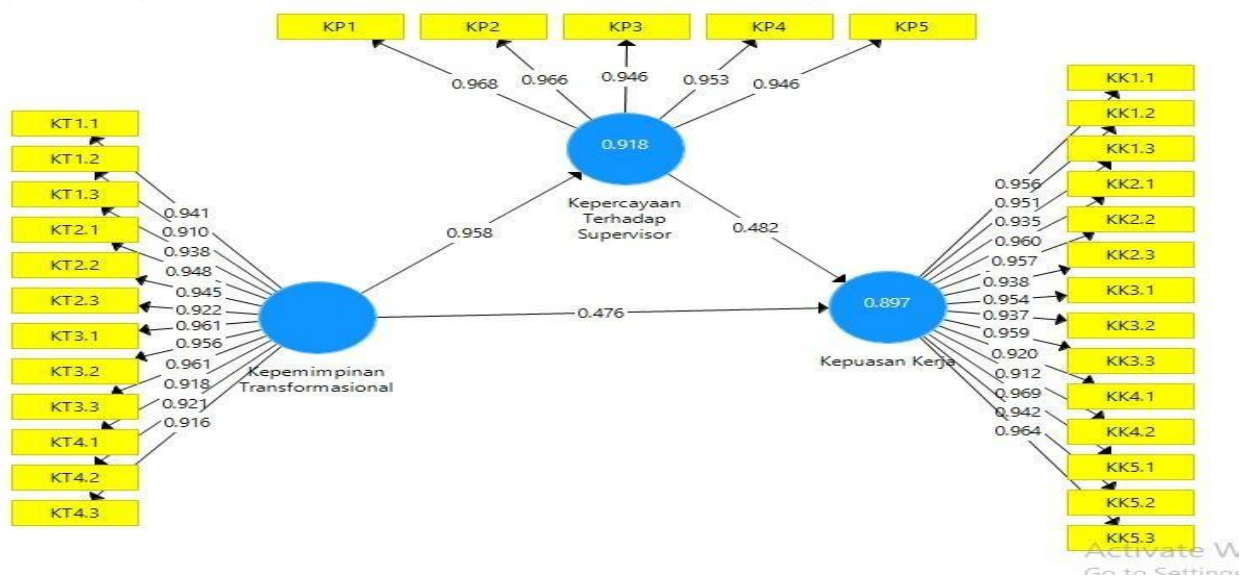


Figure 2. Outer Model Results

Table 3. Results Analysis Description

Indicator	Mean	Category
Transformational Leadership		
Leaders are able to grow my trust in the company	3,82	High
Leaders are able to increase respect	3,82	High
Leaders can inspire me to act in the interests of the company over the interests of the individual	3,82	High
Leadership provides new ways to solve problem complicated	3,91	High
Leaders provide opportunities for employees to convey ideas and ideas that have never been conveyed	3,85	High
The leader encouraged me to think how solve existing problems in an effective way	3,94	High
Leaders express the purpose and vision, mission and important mission of the company in carrying out work	3,76	High
Leaders are able to communicate high expectations to me	3,91	High

Leaders provide motivational inspiration that can generate enthusiasm for me to carry out work	3,79	High
The leadership rewards me for a job well done	3,73	High
The leader finds out what my needs are and tries to help get them	3,94	High
Leadership helps develop the potential and skills within me	3,82	High
Mean Total	3,83	High
Trust to Supervisor		
Employees can freely share ideas, opinions and expectations with superiors or colleagues	3,91	High
Employees can talk freely to superiors about difficulties experienced in the workplace	3,79	High
Employees feel lost when the boss is transferred and can no longer work together		
Employees receive caring responses when sharing problems with their superiors	3,88	High
Employees have a considerable emotional relationship in working relationships with superiors	3,76	High
Mean Total	3,91	High
Job Satisfaction		
I am satisfied with a job that has a supportive and promising career path	3,89	High
I am satisfied with the characteristics of the job with the abilities I have	3,89	High
I am satisfied with an interesting and challenging job		
Employee satisfaction to expand basic skills	3,76	High
Employee satisfaction with a conducive and positive work environment		
Employee job satisfaction with the opportunity to develop intellectually	3,79	High
Employee satisfaction with the salary received is in accordance with their abilities		
Employee satisfaction with the salary received is in accordance with the level of education they have	3,85	High
	3,79	High
Job satisfaction with the willingness of colleagues to provide support if you have difficulty solving a problem	3,94	High
Employee satisfaction with the willingness of other employees to work together in completing a job	3,91	High
Employee satisfaction with leader's behavior in providing encouragement and motivation to complete work	3,85	High
Employee satisfaction with the level of job supervision from the leadership	3,88	High
Employee job satisfaction with work direction and education given from the leadership	3,82	High
Mean Total	3,97	High
	3,82	High
	3,79	High
	3,82	High
	3,85	High

Note: Shows a description of the respondent's answer to the high category Transformational Leadership, Job Satisfaction, and Trust to Supervisor variables.

Table 4. R-Square Result

Note: It is known that the Job Satisfaction and Trust to Supervisor variables have R-Square values of 0.897 and 0.918. The higher the R-Square value, the greater the exogenous variable can explain the endogenous variable so that the better the

Variable	R-Square
<i>Job Satisfaction</i>	0.897
<i>Trust to Supervisor</i>	0.918

structural equation is.

Table 5. Results of Average Communalities

	Communality
<i>Transformational Leadership</i>	0,936
<i>Trust to Supervisor</i>	0,956
<i>Job Satisfaction</i>	0,947
Average	0,946

Note: The GoF index value is obtained from the average communalities index multiplied by the model's R-Square value

Table 6. Result of Average R-Square

	R Square
<i>Trust to Supervisor</i>	0.918
<i>Job Satisfaction</i>	0.897
Average	0.907

Note: The GoF index value is obtained from the average communalities index multiplied by the model's R-Square value. In this study, it was found that the GoF ranged from 0-1 with an interpretation of 0.1 (small GoF), 0.25 (moderate GoF), 0.36 (large GoF). Based on the above calculations, the average value of communalities is 0.946, while the average value of R Square is 0.907, so that:

$$GoF = \sqrt{0,946 \times 0,907} = 0,718 \text{ (Big GoF)}$$

From these results it can be concluded that the performance between the measurement model and the structural model has a large GoF value. This indicates that the combined performance of the measurement model and the large structure model.

Table 7. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	Information
<i>Transformational Leadership</i> → <i>Trust to Supervisor</i>	0.958	0.957	0.019	49.235	Significant
<i>Transformational Leadership</i> → <i>Job Satisfaction</i>	0.476	0.495	0.230	2.065	Significant
<i>Trust to Supervisor</i> → <i>Job Satisfaction</i>	0.482	0.458	0.236	2.041	Significant

Note: In this study, if the value of T-statistics, then the requirement for T-statistics > 1.96 (significance level 5%) can conclude that the relationship between the variables being tested is declared to have a significant effect.

Table 8. Indirect Effect

	VAF	Information
<i>Transformational Leadership</i> → <i>Job Satisfaction</i> → <i>Trust to Supervisor</i>	49,70%	Significant

Note: In this study, if VAF > 80% it can be said that it is full mediation. If VAF = 80% it can be said as partial mediation, and if VAF < 20% it is said to be no mediation.

With this the calculation method is as follows:

$$VAF = \frac{P1,2 * P2,3}{P1,2 * P2,3 + P1,3}$$

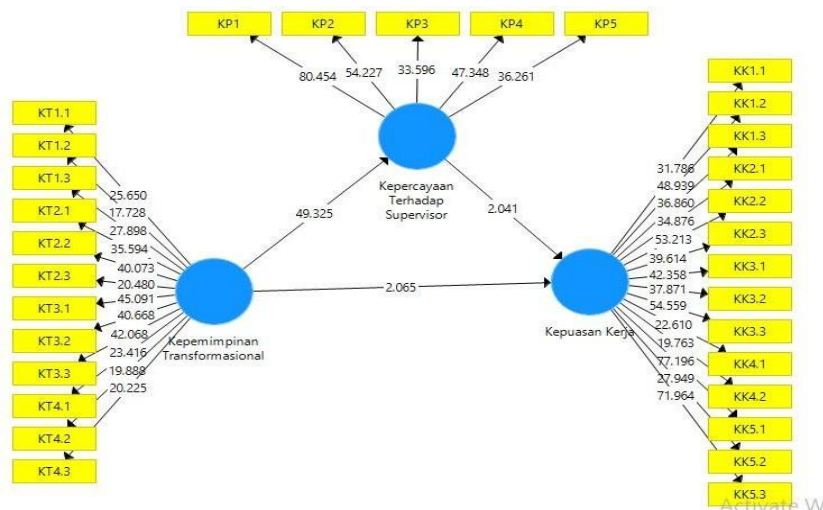


Figure 3. Inner Model Results

RESULTS AND DISCUSSION

Discussion

Transformational Leadership and Job Satisfaction

In this study, after being processed using SmartPLS, it shows the results of the analysis that transformational leadership has a significant effect on job satisfaction which can be seen with the T-statistics value of $2.065 > 1.96$, and the original sample of 0.476. This concludes that hypothesis 1 is accepted. So, it can be concluded that the higher the effect of transformational leadership, the more PDAM Surya Sembada employees who are in the K3 section can increase their job satisfaction. Supported by the results of research by [Dappa et al., \(2019\)](#) which show that transformational leadership and job satisfaction are correlated. PDAM Surya Sembada leaders who are in the K3 section will increase their employees' expectations and recognition of their jobs and increase their job satisfaction through transformational leadership behaviors such as individual attention, intellectual stimulation, and motivation. It is known that the research results show that employee satisfaction has become one of the most important tasks that must be done by the leader of PDAM Surya Sembada who is in the K3 section that manages the organization. So that the results of this study can say that the practice of transformational leadership in the leaders of PDAM Surya Sembada who is in the K3 section has a positive effect on their employees and reduces negative conditions in the workplace. So, having transformational leadership in the workplace can make PDAM Surya Sembada employees who are in the K3 section feel positive about their work (job satisfaction).

Transformational Leadership and Trust to Supervisor

In this study, after being processed using SmartPLS, it shows the results of the analysis that transformational leadership has a significant effect on trust to supervisor which can be seen with the T-statistics value of $49.235 > 1.96$, and the original sample of 0.958. This concludes that hypothesis 2 is accepted. So, it can be concluded that the higher the effect of transformational leadership, the more PDAM Surya Sembada employees who are in the K3 section can increase their trust to their supervisors. Supported by statements from [Wang et al., \(2016\)](#) who have suggested that transformational leadership will encourage the search for follower feedback by showing attention, support, encouragement and respect for them, resulting in a high level of trust to supervisors in them. The results of this study have shown that exemplary behavior by PDAM Surya Sembada leaders who are in the K3 section, and a willingness to prioritize organizational goals over personal gain will strengthen the emotional bond between leaders and followers in PDAM Surya Sembada who are in the K3 section, which results in more affective confidence level. So that it can be stated that transformational leadership will have an ideal effect by acting as a role model, which raises a higher level of trust to supervisors in the employees of PDAM Surya Sembada who are in the K3 section.

Trust to Supervisor and Job Satisfaction

In this study, after being processed using SmartPLS, it shows the results of the analysis that trust to supervisors have a significant effect on job satisfaction which can be seen with the T-statistics value of $2.041 > 1.96$, and the original sample of 0.482. This concludes that hypothesis 3 is accepted. So, it can be concluded that the higher the influence of trust to supervisor, the more PDAM Surya Sembada employees who are in the K3 section can

increase their job satisfaction. Supported by [Asencio's research \(2016\)](#) which states that trust to supervisors has a positive relationship with employee job satisfaction. When PDAM Surya Sembada employees who are in the K3 section feel trust in their supervisors, they are more likely to be satisfied with their own work. Because trust to supervisors can help create a pleasant workplace that makes evaluating their work enjoyable. PDAM Surya Sembada employees who are in the K3 section will also be motivated to increase their job responsibilities when their relationship with management is based on trust. PDAM Surya Sembada employees who are in the K3 section will trust their leaders to feel positive about their leader, and put extra effort into working effectively, which can increase their job satisfaction.

Trust to Supervisor mediates Transformational Leadership towards Job Satisfaction

In this study, after processing it shows the results of the analysis that transformational leadership has a significant effect on job satisfaction through trust to supervisors which can be seen through the mediation test using VAF and produces results of 49.70%. With such results, the trust to supervisor variable can mediate between transformational leadership and job satisfaction variables, so the research hypothesis H4 is accepted. Thus, it can be concluded that the higher the influence of trust to supervisors, the higher the effect of transformational leadership on the increase in job satisfaction of employees of PDAM Surya Sembada who is in the K3 section. Also supported by a statement from [Ariyabuddhiphongs & Kahn, \(2017\)](#) in explaining the mechanism of transformational leadership influence, trust to supervisors have been extensively examined and found to mediate transformational leadership relationships with various effects, such as job satisfaction. The support provided by transformational leadership leaders to PDAM Surya Sembada employees who are in the K3 section, is built on moral behavior that is manifested through a belief, enabling PDAM Surya Sembada employees who are in the K3 section to participate in the team decision-making process that leads to results. positive work such as, a high level of job satisfaction. This can only happen if there is mutual trust among the employees of PDAM Surya Sembada who are in the K3 section to pursue such moral support from their leaders.

CONCLUSION AND RECOMMENDATION

Conclusions

Based on the analysis and hypothesis testing that has been carried out in this study, it is concluded that transformational leadership has a significant effect on job satisfaction of employees of PDAM Surya Sembada who is in the K3 section, that transformational leadership has a significant effect on trust to supervisors of PDAM Surya Sembada who is in the K3 section. , that trust to supervisor has a significant effect on job satisfaction of employees of PDAM Surya Sembada who is in the K3 division, and that trust to supervisors mediates the effect of transformational leadership on job satisfaction of PDAM Surya Sembada who is in the K3 division. Supported by a statement from [Ariyabuddhiphongs & Kahn, \(2017\)](#) which explains the mechanism of trust to supervisor influence will create the right relationship between transformational leadership and various effects, such as job satisfaction. So that the results of this study can realize the goals of the company PDAM Surya Sembada Surabaya

City which is in the K3 section in achieving competitive advantage and making the company sustainable in the long term, because the influence of the leader has gone well. Through proper transformational leadership, this can create a trust to supervisors and job satisfaction with their employees. That way, they will still feel comfortable and feel that their psychological well-being is maintained, but simultaneously they will be able to create better work results in achieving company goals.

Recommendations

The results of this study can be used as recommendations by the management of the company regarding the effect of transformational leadership on employee job satisfaction through trust to supervisor mediation. This can affect the level of satisfaction in employees to produce creative ideas and solutions created by supervisors with a transformational leadership style and can maintain confidence and provide more hope for employees. In addition, seen through the average result on the job satisfaction variable, the lowest is 3.76 and this means that the employees of PDAM Surya Sembada Kota Surabaya who are in the K3 section stated that they are satisfied with jobs that have a supportive and promising career path. Even though it is still in the high category, these results show the smallest average. So, it is necessary that these employees are more satisfied with what they receive from their company. Because the satisfaction they feel can affect how well their job will provide things that are considered important.

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