

# The influence of leadership, work environment, organisational commitment with job satisfaction as an intervening variable on the work motivation of employees of the regional financial and asset management agency in Karimun District

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## Abstract

**Purpose:** This study aimed to analyze the influence of leadership, work environment, and organizational commitment on job satisfaction, with work motivation serving as an intervening variable among employees of the Regional Financial and Asset Management Agency in Karimun Regency.

**Research methodology:** This study employed a quantitative approach with a survey design. The population consisted of 134 employees, and 119 were selected as the sample, comprising civil servants and contract-based government employees. Data were collected through questionnaires and analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS) to test both direct and indirect relationships among variables.

**Results:** The findings show that leadership, work environment, and organizational commitment significantly influence job satisfaction. Leadership style, organizational support, and conducive conditions are the key determinants. Motivation acts as a mediating variable, strengthening the indirect effects of leadership and work environment on satisfaction, while organizational commitment shows no significant indirect effect through motivation.

**Conclusions:** Effective leadership, supportive environments, and strong commitment boost job satisfaction, with motivation mediating the improvement of performance and effectiveness.

**Limitations:** This study's scope is limited; future research should use longitudinal designs and include factors like organizational culture and technology

**Contribution:** This study enriches public sector HR literature and guides local governments in improving leadership, work environment, commitment, motivation, and satisfaction.

**Keywords:** *Job satisfaction, Leadership, Motivation, Organizational commitment, Work environment*

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## 1. Introduction

In the implementation of local government, there are many considerations that must be used as the main handle so that the concept of implementing autonomy can run well. These considerations are the

implementation of good local governance (*the good local governance*), which is one of the principles that need attention. Principle of *good governance*. In the process of implementing local government, it is a demand for local governments to realize a democratic, clean, transparent, accountable, effective, and efficient government. *Good Governance* is a tangible manifestation in the implementation of clean State Government or good and correct governance. *Good Governance* also It means upholding values in the lives of the people of the nation and state related to leadership (Aridhayandi, 2018; Beshi & Kaur, 2020; Purwaningtyas, Yustita, & Ermawati, 2024; Sari, 2023).

Leadership is an important variable in the development of institutions. Leadership is defined as a person who has the authority to assign tasks and the ability to persuade or influence others through a pattern of good relationships to achieve predetermined goals (Amirullah, 2015). Every leader has a pattern of behavior that influences others. These behavioral patterns are called leadership styles. The attitude of leaders in leading an organization affects employee job satisfaction (Al-Owaidi, Saleh, & Benmechirah, 2023; Kasalak, Güneri, Ehtiyar, Apaydin, & Türker, 2022; Muttalib, Danish, & Zehri, 2023).

In addition, the leadership style applied to the organization will have an impact on the good or bad motivation of employees. To support the realization of an organization's goals, employee job satisfaction is the key factor because if an employee's job satisfaction is high, it encourages the formation of work discipline and a good work environment (Al Showdaid & Abdelwahed, 2023; Wahyunadi, 2024).

Job satisfaction is the level of pleasant feelings obtained from a person's job assessment or work experience. In other words, job satisfaction reflects how we feel about our job and what we think about it (Wibowo, 2014). If an employee likes their job, they experience job satisfaction. Employees who do not like their work are certainly not satisfied with their work and do not create job satisfaction. Many factors contribute to job satisfaction. A supportive work environment can create job satisfaction among employees (Baxi & Atre, 2024; Raziq & Maulabakhsh, 2015; Wularsi & Octafian, 2024; Zulfikar, Joeliaty, & Sartika, 2024).

The work environment is everything that exists around the employee and can affect the carrying out of the tasks entrusted to him, for example, the existence of *air conditioner* (*air conditioning*), adequate lighting, and so on (Nitisemito, 2014). If the work environment is pleasant, fatigue, monotony, and boredom are minimized, and motivation can be maximized. To achieve high employee motivation through job satisfaction, a leader is needed to lead the organization. Therefore, the role of a leader is to motivate his employees to be able to increase employee job satisfaction and work discipline (Reyne-Pugh, Pulgar, Godoy-Faúndez, Alvarado-Rybak, & Galbán-Malagón, 2020).

Motivation is an energy that can generate motivation in oneself (MangkunegaraMangkunegara (2025). Motivation has a close relationship with job satisfaction; the higher the motivation of employees at work, the better the job satisfaction. In general, the individuals needed by an organization are those who work with high motivation. Highly motivated people are those who feel happy and satisfied with their work. Employees who work with high motivation try their best to get maximum results with high enthusiasm and have the intention and strive to develop their duties and themselves. The process and magnitude of a person's efforts to overcome obstacles to achieve their goals and have opportunities for career development (Firdaus & Zaimasuri, 2025; Nasrum, Iek, & Ngutra, 2025; Notarnicola et al., 2024; Sifa & Rapo, 2025).

Karimun Regency is one of the regency at Province Riau Islands. The Capital Karimun Regency is located in Tanjung Balai Karimun. This district has a total of 14 sub-districts and as many as 3,777 civil servants spread across the islands, and 43 regional apparatus organizations that manage the implementation of regional governments.

The phenomenon that occurred in the Karimun Regency government was met with problems, namely in Karimun Regency Government employees related to work commitment, where there was a lack of supervision from the leadership over the employees' work. There is still a lack of firmness in the

leadership in sanctioning employees who violate organizational rules, such as employees who leave the office after absence, are late, and do not show up without notice. Employees who violate these rules will be subject to sanctions, namely, deductions in performance allowances. In addition, the problem that occurs is that employee motivation is still low. This can be seen from the lack of attention of the leadership to employees, so that employees are less motivated to work. Another problem is the suboptimal work environment, as there is damaged office equipment that does not support employees in working due to the reduced budget. This is because several local government authorities are delegated to the provinces and the center, so that input and regional budgets are reduced, and there is a reduction in the determination of the budget of each agency. Based on the results of my interview with the sample at the Regional Finance and Assets Agency, there are gaps that affect job satisfaction, so that employee performance decreases, such as lack of time management from the leadership in carrying out tasks to subordinates, lack of communication to subordinates from the leadership regarding the direction that will be carried out by the subordinates, and lack of firmness in the leadership in giving sanctions to employees who violate organizational rules, so that other employees who have followed the rules become less satisfied with the phenomenon that occurs that causes employees become less motivated in carrying out their work.

Based on the description above, it shows that leadership, work environment, and work commitment are important factors in supporting employee work; therefore, the researcher is interested in conducting a study with the title: ***"The Influence of Leadership, Work Environment, Organizational Commitment on Job Satisfaction with Motivation as an Intervening Variable in the Regional Financial and Asset Management Agency of the Karimun Regency Government."***

### **1.1. Problem Formulation**

To make it easier in this study, the formulation of the problem is described in several research questions as follows:

1. Does Leadership have a direct effect on Job Satisfaction?
2. Does the Work Environment Have a Direct Effect on Job Satisfaction?
3. Does Organizational Commitment have a direct effect on job satisfaction?
4. Does Motivation have a direct effect on job satisfaction?
5. Does Job Satisfaction have a direct effect on employee performance?
6. Does Employee Competence have a direct effect on job satisfaction?
7. Does the use of technology directly affect employee job satisfaction?
8. Does Leadership have an indirect effect on Job Satisfaction?
9. Does the Work Environment Have an Indirect Effect on Job Satisfaction?
10. Does Organizational Commitment indirectly affect job satisfaction?

## **2. Literature review**

### **2.1 Job Satisfaction**

Wibowo (2014) stated that job satisfaction is the level of pleasant feelings obtained from a person's job assessment or work experience. In other words, job satisfaction reflects how we feel about our job and what we think of it. S. P. J. Robbins, T. A. (2013) Job satisfaction is a positive feeling about work as a result of an evaluation of its characteristics.

Handoko (2013), job satisfaction is a pleasant or unpleasant emotional state of how employees perceive work outcomes. Fred. Luthans (2014) fastion is an affective or emotional response to various aspects of a person's job.

### **2.2 Work Motivation**

Work motivation is a factor that directs and encourages a person's behavior or desire to do a job that is stated in the form of hard or weak effort (HariandjaHariandja (2016). S. P. J. Robbins, T. A. (2013) argues that work motivation is the desire to perform as a willingness to exert a high level of effort for the goals of the organization, conditioned by the ability of that effort to fulfill the objectives of its work. Work motivation is a person's internal encouragement to perform an activity or task as well as possible to achieve achievement (F. Luthans, 2011).

Kadarisman. (2012) states that work motivation is the driving force for a person to do their job well, and that the factor makes the difference between success and failure in many ways and is a very important emotional force for a new job. Based on this understanding, it can be concluded that work motivation is a driving factor in a person's desire to work hard or weakly.

### **2.3 Leadership**

Amirullah (2015) defines leadership as a person who has the authority to assign tasks and the ability to persuade or influence others through a good relationship pattern to achieve a predetermined goal. Kartono (2015) states that leadership is the activity or art of influencing others to cooperate, which is based on the person's ability to guide others in achieving the goals desired by the group.

Leadership style is a way used by a leader to influence the behavior of his subordinates where this leadership style aims to guide and motivate employees so that it is expected to produce high productivity. A leader's leadership style greatly affects the performance of employees or subordinates. Leaders must be able to choose leadership according to the existing situation; if the leadership style applied is correct and appropriate, it will be able to direct the achievement of organizational and individual goals. However, if the leadership style chosen is wrong and not in accordance with the existing situation, it will result in difficulties in achieving organizational goals (Dian Sari, 2023; Irianti, Syarifuddin, & Haerani, 2024; Mustofa & Uii, 2021; Setiawan et al., 2021).

Tjiptono (2015) states that leadership style is a way in which leaders interact with their subordinates. A leader must apply a leadership style to manage their subordinates, because a leader will greatly influence the success of the organization in achieving its goals.

### **2.4 Organizational Commitment**

Organizational commitment is the relative power of an individual to identify his or her involvement in an organizational part. This can be characterized by three things: acceptance of the values and goals of the organization and the desire to maintain membership in the organization (to be part of the organization).

Organizational commitment is a circumstance in which an employee takes sides with a particular organization and its goals and desires to maintain membership in the organization. High job engagement means siding with an individual's particular work, while high organizational commitment means siding with the organization that hires the individual (S. P. Robbins, Judge, T. A. , 2008).

Based on the description above, it can be concluded that commitment to the organization is a form of attitude where individuals feel part of the organization and feel that they want to remain part of the organization and earnestly give their time, opportunities, and devote all their potential without feeling forced to continue to try to realize what is the goal of the organization and have the pride of being part of the organization (Ate, 2025; Ermalinda & Benu, 2025).

### **2.5 Work Environment**

Sedarmayanti (2016) stated, "The work environment is the whole of the tools and materials that are faced, the surrounding environment in which a person works, the working methods, and the work arrangements both as an individual and as a group." According to Sagala (2013), the work environment is the entire facility and infrastructure that exists around the employee who is doing the work. The work environment is a very important component when employees perform work activities. By paying attention to a good work environment or creating working conditions that can provide motivation to work, it will have an effect on the enthusiasm or enthusiasm of employees at work. A conducive work environment provides a sense of security and allows employees to work optimally and efficiently.

Based on the opinions above, it can be concluded that the work environment is a factor that exists around the job that can affect employees in carrying out the tasks assigned to them. The work environment greatly influences employees' habits in performing their jobs. If the work environment around employees is good, then employees have high work discipline and automatically establish good

cooperation in the company, which affects employee job satisfaction. However, if the work environment around employees is bad, it will cause low work discipline, and job satisfaction will decrease.

## 2.6 Thinking Framework

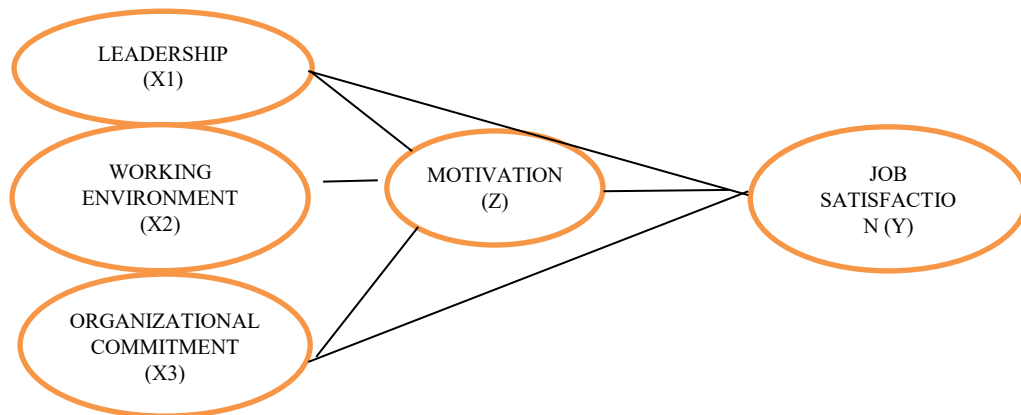


Figure 1. Conceptual framework

## 2.7 Hypothesis

Based on the framework of thinking and research paradigm on the previous page, the researcher formulated the following hypothesis:

1. Leadership has a direct effect on the Job Satisfaction of BPKAD employees in Karimun Regency.
2. The Work Environment has a direct effect on the Job Satisfaction of BPKAD employees in Karimun Regency.
3. Organizational commitment directly affects job satisfaction among BPKAD employees in Karimun Regency.
4. Motivation has a direct effect on the job satisfaction of BPKAD employees in Karimun Regency.
5. Job satisfaction directly affects the performance of BPKAD Karimun Regency Employees.
6. Employee Competence has a direct effect on the job satisfaction of BPKAD employees in Karimun Regency.
7. The use of technology has a direct effect on the job satisfaction of BPKAD employees in Karimun Regency.
8. Leadership indirectly affects the Job Satisfaction of BPKAD employees in Karimun Regency.
9. The Work Environment indirectly affects the Job Satisfaction of BPKAD employees in Karimun Regency.
10. Organizational commitment indirectly affects the job satisfaction of BPKAD employees in Karimun Regency.

## 3. Research methodology

### 3.1 Population and Sample

The population in this study is all BPKAD employees, numbering 134. The sample in this study was obtained from the target population, namely 71 Civil Servants and 48 P3K people. Sample withdrawal from the population used the census method. The sample provisions are civil servants and government employees with employment agreements (P3K) who work at the Karimun Regency Regional Finance and Assets Agency in Indonesia. Therefore, the number of samples in this study was 119 employees at the Regional Finance and Assets Agency.

Table 1. Population and Sample

No	OPD	STATUS
1	BPKAD KAB. KARIMUN	ASN = 119 NON ASN = 15
Sum		134

Source: BKPSDM Karimun Regency, Year 2024

### 3.2 Operational Definitions and Variables

Table 2. Instrument Grille

No	Variable	Indicators	Statement Items	Scale
1.	Leadership (X1) Richard L. Daft (2007) Kartono (2015)	1. Be Fair 2. Giving suggestions 3. Support the goal 4. Creating a sense of security 5. Source of inspiration	1,2,3 4,5,6 7,8,9,10 11,12,13 14,15	Likert
2	Work Environment (x2) Schultz.D & Schultz.S (2006) Sedarmayanti (2016),	1. Physical Work Environment a. Workplace coloring, b. Cleanliness in the workplace c. Air circulation in the workplace d. Workplace lighting e. Mobility space f. Safety in the workplace 2. Non-Physical Work Environment a. Opportunities for employees to show their performance. b. An environment that inspires confidence. c. A supportive environment when employees are faced with problems. d. Environmental needs for employee abilities. e. The workload matches the employee's ability.	1,2,3 4,5,6 7,8,9,10 11,12,13 14,15	Likert
3	Organizational Commitment (X3) Jennifer & Gareth (2012), Allen and Meyer (in Aamodt, 2004)	Personal characteristics Working characteristics Structural characteristics Obey the organization's regulations. Obey the rules of conduct at work. Obey other regulations	1,2,3 4,5,6 7,8,9,10 11,12,13 14,15	Likert
4	Job satisfaction (Y) Spector (1997) Luthans (2011)	The work itself. Promotion. Supervision. Co workers. Workplace conditions	1,2,3 4,5,6 7,8,9,10 11,12,13 14,15	Likert
5	Motivation (Z) Mc Clelland (1961) Robbins, Stephen P & Judge (2013)	1. The job 2. Salary 3. Supervision/ Superiors 4. Co-workers	1,2,3 4,5,6 7,8,9,10 11,12,13 14,15	Likert

Source: Data processed, 2024

### 3.3. Data Quality Test

#### 3.3.1. Validity Test

In this study, 30 respondents were used to represent the validity of the data, so it can be known that  $r$  table  $df = N - 2$ ,  $r$  table  $= 30 - 2 = 28$ . The  $r$  table was 0.3610.

Table 3. Leadership Variable Validity Test (X1)

Variable	No. Item	r-count	r-table	Information
Leadership (X1)	1	0,412	0.3610	Valid
	2	0,414	0.3610	Valid
	3	0,833	0.3610	Valid
	4	0,444	0.3610	Valid
	5	0,439	0.3610	Valid
	6	0,414	0.3610	Valid
	7	0,421	0.3610	Valid
	8	0,478	0.3610	Valid
	9	0,484	0.3610	Valid
	10	0,444	0.3610	Valid
	11	0,387	0.3610	Valid
	12	0,434	0.3610	Valid
	13	0,784	0.3610	Valid
	14	0,608	0.3610	Valid
	15	0,401	0.3610	Valid
Work Environment (x2)	1	0,661	0.3610	Valid
	2	0,571	0.3610	Valid
	3	0,868	0.3610	Valid
	4	0,808	0.3610	Valid
	5	0,871	0.3610	Valid
	6	0,806	0.3610	Valid
	7	0,867	0.3610	Valid
	8	0,829	0.3610	Valid
	9	0,768	0.3610	Valid
	10	0,806	0.3610	Valid
	11	0,668	0.3610	Valid
	12	0,881	0.3610	Valid
	13	0,866	0.3610	Valid
	14	0,876	0.3610	Valid
	15	0,616	0.3610	Valid
Organizational Commitment (X3)	1	0,701	0.3610	Valid
	2	0,635	0.3610	Valid
	3	0,673	0.3610	Valid
	4	0,763	0.3610	Valid
	5	0,747	0.3610	Valid
	6	0,733	0.3610	Valid
	7	0,557	0.3610	Valid
	8	0,626	0.3610	Valid
	9	0,603	0.3610	Valid
	10	0,631	0.3610	Valid

Job Satisfaction (Y)	11	0,636	0.3610	Valid
	12	0,626	0.3610	Valid
	13	0,533	0.3610	Valid
	14	0,620	0.3610	Valid
	15	0,611	0.3610	Valid
	1	0,493	0.3610	Valid
	2	0,660	0.3610	Valid
	3	0,661	0.3610	Valid
	4	0,440	0.3610	Valid
	5	0,602	0.3610	Valid
	6	0,830	0.3610	Valid
	7	0,680	0.3610	Valid
	8	0,633	0.3610	Valid
	9	0,516	0.3610	Valid
	10	0.823	0.3610	Valid
Motivation (Z)	11	0,680	0.3610	Valid
	12	0,760	0.3610	Valid
	13	0,822	0.3610	Valid
	14	0,861	0.3610	Valid
	15	0,866	0.3610	Valid
	1	0,490	0.3610	Valid
	2	0,450	0.3610	Valid
	3	0,370	0.3610	Valid
	4	0,620	0.3610	Valid
	5	0,820	0.3610	Valid
	6	0,530	0.3610	Valid
	7	0,720	0.3610	Valid
	8	0,690	0.3610	Valid
	9	0,730	0.3610	Valid
	10	0,555	0.3610	Valid
	11	0,661	0.3610	Valid
	12	0,437	0.3610	Valid
	13	0,469	0.3610	Valid
	14	0,523	0.3610	Valid
	15	0,733	0.3610	Valid

Source: Data processed, 2024

### 3.3.2. Reliability Test

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Result	Information
Leadership (x1)	>0.6	0.784	Reliable
Work Environment (x2)	>0.6	0.701	Reliable
Organizational Commitment (X3)	>0.6	0.631	Reliable



Job Satisfaction (Y)	>0.6	0.665	Reliable
Motivation (Z)	>0.6	0.718	Reliable

Source: Data processed in 2024.

The reliability test results presented in Table 4 show that the research instruments for all variables have a good level of consistency. The variables "Leadership" (X1) with a Cronbach's Alpha value of 0.784, "Work Environment" (X2) of 0.701, "Organizational Commitment" (X3) of 0.631, "Job Satisfaction" (Y) of 0.665, and "Motivation" (Z) of 0.718 all had values above the threshold of 0.6, indicating that the instruments for each variable were reliable.

### 3.4. Classical Assumption Test

#### 3.4.1. Normality Test

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		119
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	5.58627003
Most Extreme Differences	Absolute	.088
	Positive	.088
	Negative	-.080
Test Statistic		.088
Asymp. Sig. (2-tailed)		.054

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 5 shows the results of the normality test using the Kolmogorov-Smirnov (K-S) test for the non-standardized residuals of the regression model. This test was used to evaluate whether the residuals followed a normal distribution. From the test results, the p-value is 0.054, which is slightly greater than the significance level of 0.05. This suggests that there is no significant difference between the residual and normal distributions at that level of significance. In other words, the residuals can be considered to follow a normal distribution.

#### 3.4.2. Multicollinearity Test

Table 5. Multicollinearity Test Results

Variance Inflated Factor (VIF)		
	AK (Y)	EV (Z)
Job Satisfaction (Y)		
Motivation (Z)	2.239	
Organizational Commitment (x3)	1.990	1.488
Work Environment (x2)	2.111	1.438
Leadership (X1)	1.674	1.043
X1*Z	1.712	
X2*Z	1.892	
X3*Z	1.679	

Source: Data processed using SmartPLS v3 (2024).

Table 5 shows the results of the multicollinearity test using the Variance Inflation Factor (VIF). The VIF measures the extent to which the variance of a variable's regression coefficient increases due to a linear relationship with other independent variables. A high VIF value indicates the existence of

multicollinearity, which is a strong linear relationship between the independent variables in the model.

### 3.4.3. Autocorrelation Test

Table 6. Autocorrelation Test Results

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.358a	.128	.105	5.659	1.963

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

The Durbin-Watson (DW) value listed in the results of your regression analysis is 1.963. Durbin-Watson was used to test for the presence of autocorrelation in the residual regression model. The DW values range from 0 to 4, where values close to 2 usually indicate the absence of significant autocorrelation. DW values below 2 indicate positive autocorrelation potential, whereas values above 2 indicate negative autocorrelation potential. With a value of 1,963, which is very close to 2, this analysis indicates that there are no significant autocorrelation issues in the model. Although these values suggest that residual autocorrelation is not a major problem, further evaluation with additional tests, such as the Breusch-Godfrey test, can be performed to ensure that the regression assumptions are not significantly violated.

## 3.5. Multiple Linear Regression Analysis

### 3.5.1. Test T (partial)

Table 7. T test results

	Result for Inner Weight				
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Leadership (X1) -> Motivation (Z)	0.128	0.128	0.046	2.767	0.006
Work Environment (X2) -> Motivation (Z)	0.212	0.239	0.124	1.992	0.017
Organizational Commitment (X3) -> Motivation (Z)	0.215	0.481	0.106	4.723	0.000
Leadership (X1) -> Job Satisfaction (Y)	0.175	0.172	0.059	2.952	0.003
Work Environment (X2) -> Job Satisfaction (Y)	0.214	0.213	0.082	2.617	0.009
Organizational Commitment (X3) -> Job Satisfaction (Y)	0.477	0.473	0.083	5.725	0.001
Motivation (Z) -> Job Satisfaction (Y)	0.104	0.141	0.104	1.993	0.002
X1*Z -> Accountability (Y)	0.177	0.71	0.099	1.97	0.001
X2*Z -> Accountability (Y)	0.196	0.075	0.094	1.968	0.001
X3*Z -> Accountability (Y)	0.209	0.118	0.106	1.981	0.111

From the T results in the table above, the following conclusions can be drawn:

#### 1) Hypothesis 1: Leadership (X1) -> Motivation (Z)

Leadership has a positive and significant influence on motivation, with a coefficient of 0.128 and t-statistic of 2.767. The P-value of 0.006 indicates that this effect is significant at  $\alpha = 0.05$ , supporting the hypothesis that leadership can increase motivation.

#### 2) Hypothesis 2: Work Environment (X2) -> Motivation (Z)

The work environment also had a positive effect on motivation, with a coefficient of 0.212 and t-statistic of 1.992. A p-value of 0.017 indicates significance at  $\alpha = 0.05$ , indicating that a good work environment can increase employee motivation.

**3) Hypothesis 3: Organizational Commitment (X3) -> Motivation (Z)**

Organizational commitment showed a significant influence on motivation, with a coefficient of 0.215 and T-statistics of 4.723. A p-value of 0.000 strongly supports this hypothesis, suggesting that high organizational commitment can significantly increase motivation.

**4) Hypothesis 4: Leadership (X1) -> Job Satisfaction (Y)**

Leadership has a positive and significant impact on job satisfaction, with a coefficient of 0.175 and t-statistics of 2.952. A p-value of 0.003 indicates that this influence is significant at the  $\alpha = 0.05$  level, confirming that effective leadership can increase job satisfaction.

**5) Hypothesis 5: Work Environment (X2) -> Job Satisfaction (Y)**

The work environment had a positive effect on job satisfaction, with a coefficient of 0.214 and t-statistics of 2.617. A p-value of 0.009 indicates that this effect is significant at  $\alpha = 0.05$ , underscoring the importance of a supportive work environment for employee satisfaction.

**6) Hypothesis 6: Organizational Commitment (X3) -> Job Satisfaction (Y)**

Organizational commitment has a significant influence on job satisfaction, with a coefficient of 0.477 and t-statistic of 5.725. A p-value of 0.001 strongly supports this hypothesis, suggesting that high commitment significantly improves job satisfaction.

**7) Hypothesis 7: Motivation (Z) -> Job Satisfaction (Y)**

Motivation has a positive and significant effect on job satisfaction, with a coefficient of 0.104 and T-statistics of 1.993. A p-value of 0.002 indicates significance at  $\alpha = 0.05$ , confirming that good motivation can increase job satisfaction.

**8) Hypothesis 8: Leadership (X1) \* Motivation (Z) -> Accountability (Y)**

The interaction between leadership and motivation had a positive effect on accountability, with a coefficient of 0.177 and t-statistic of 1.970. A p-value of 0.001 indicates significance at  $\alpha = 0.05$ , indicating that good leadership and high motivation can increase accountability.

**9) Hypothesis 9: Work Environment (X2) \* Motivation (Z) -> Accountability (Y)**

The interaction between the work environment and motivation also had a positive effect on accountability, with a coefficient of 0.196 and T-statistics of 1.968. A p-value of 0.001 indicates that this influence is significant at  $\alpha = 0.05$ , indicating that a good work environment coupled with motivation can increase accountability.

**10) Hypothesis 10: Organizational Commitment (X3) \* Motivation (Z) -> Accountability (Y)**

Although the interaction coefficient between organizational commitment and motivation is 0.209, the t-statistic of 1.981 and p-value of 0.111 show that the effect is not significant at the level of  $\alpha = 0.05$ . This implies that these interactions do not significantly affect accountability.

### 3.5.2. Determination Coefficient Test ( $R^2$ )

Table 8. Determination Coefficient Test Results

	<i>R Square</i>	
	R Square	R Square Adjusted
Job Satisfaction (Y)	0.615	0.598
Motivation (Z)	0.607	0.178

Source: PLS SEM Output, 2024.

1. The table of determination coefficient test results shows the  $R^2$  value for **the Job Satisfaction (Y)** variable of 0.615 and the Adjusted  $R^2$  of 0.598. This  $R^2$  value shows that approximately 61.5% of the variation in job satisfaction can be explained by the independent variables in the model, which reflects the good predictive power of the model. A slightly lower  $R^2$  Adjusted value of 0.598 indicates that while the model can account for most variations, it is possible that the addition of some independent variables may not make an additional significant contribution to the model.
2. For the **Motivation (Z) variable**, the  $R^2$  value is 0.607, which means that approximately 60.7% of the variation in motivation can be explained by the independent variables in the model. However, the adjusted  $R^2$  value for motivation was very low (0.178). This suggests that although the model

appears to be good at explaining the variation in motivation at the  $R^2$  value, the addition of independent variables does not make a significant contribution to explaining the variation in motivation, or there may be other important factors that are not included in the model.

## 4. Results and Discussions

### 4.1 Research Results

#### 4.1.1 Characteristics of Respondents

In this study, 119 respondents were obtained, and the following is a description of the respondent data of Employees of the Regional Finance and Asset Management Agency.

Table 9. Gender of Respondents

It	Category	Frequency	Percent
1	Man	75	61%
2	Woman	40	39%
It	Category	Frequency	Percent
1	20 – 25	22	18%
2	29 – 35	49	40%
3	36 - 45	45	37%
4	>45	6	5%
It	Category	Frequency	Percent
1	High School/Equivalent	91	75%
2	D1	1	1%
3	D3	5	4%
4	S1	25	20%
It	Category	Frequency	Percent
1	5-10 Years	29	26%
2	10-20 Years	37	32%
3	20-30 Years	33	27%
4	> 30 Years	20	16%

Source: Primary Data processed, 2024.

#### 4.1.2 Model Evaluation

As for the measurement model for the validity and reliability test, the model determination coefficient and the path coefficient for the equation model can be seen in Figure 2.

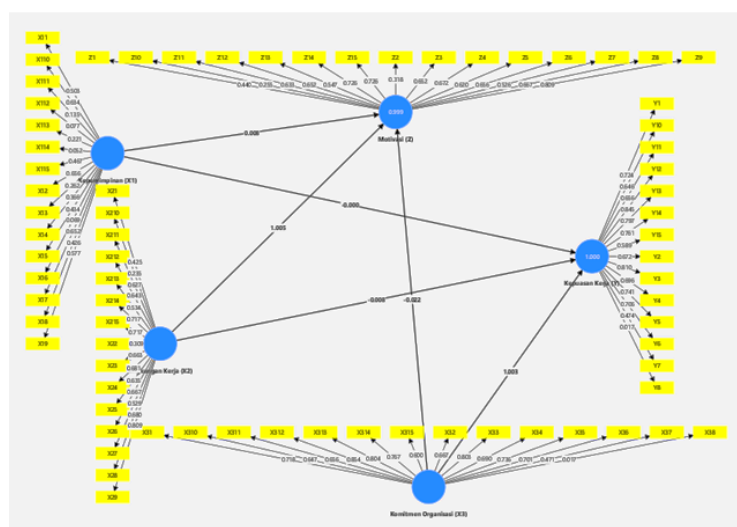


Figure 2. Exterior model view, 2024  
Source: SmartPLS Ringle, *et al*, 2015

## 4.2. Outer Model

### 4.2.1. Convergent Validity

*Convergent validity* is the value of loading factors on latent variables with their corresponding indicators. The expected value was  $> 0.7$ . The following is a data processing based on five variables with a total of 75 statements:

Table 10. Convergent Validity Test Results

	X1	X2	X3	Y	Z
X1.1	0.701				
X1.10	0.713				
X1.11	0.770				
X1.12	0.767				
X1.13	0.700				
X1.14	0.847				
X1.15	0.798				
X1.2	0.517				
X1.3	0.777				
X1.4	0.711				
X1.5	0.714				
X1.6	0.746				
X1.7	0.726				
X1.8	0.701				
X1.9	0.709				
X2.1		0.601			
X2.10		0.749			
X2.11		0.727			
X2.12		0.734			
X2.13		0.721			
X2.14		0.750			
X2.15		0.406			
X2.2		0.741			
X2.3		0.753			
X2.4		0.452			
X2.5		0.838			
X2.6		0.699			
X2.7		0.882			
X2.8		0.800			
X2.9		0.700			
X3.1			0.600		
X3.10			0.773		
X3.11			0.778		
X3.12			0.862		
X3.13			0.815		
X3.14			0.538		
X3.15			0.701		
X3.2			0.723		
X3.3			0.710		

X3.4	0.826	
X3.5	0.650	
X3.6	0.859	
X3.7	0.859	
X3.8	0.786	
X3.9	0.847	
Y.1		0.725
Y.10		0.761
Y.11		0.594
Y.12		0.669
Y.13		0.696
Y.14		0.756
Y.15		0.730
Y.2		0.711
Y.3		0.762
Y.4		0.711
Y.5		0.659
Y.6		0.804
Y.7		0.739
Y.8		0.742
Y.9		0.750
Z.1		0.873
Z.10		0.840
Z.11		0.830
Z.12		0.750
Z.13		0.441
Z.14		0.656
Z.15		0.617
Z.2		0.833
Z.3		0.858
Z.4		0.851
Z.5		0.809
Z.6		0.825
Z.7		0.820
Z.8		0.781
Z.9		0.788

Source: SEMPLS Output 4, 2024.

Based on the analysis of the data in the table above, several indicators do not meet the validity criteria because they have a value below 0.7. Therefore, the loading factor value  $< 0.7$  must be eliminated or removed from the model. To meet *the required convergent validity*, which is higher than 0.7, the second data processing was carried out. The following is the result of the table of valid variables.

Table 11. Convergent Validity Results

Variable	Indicators	Loading Factor	Rule of Thumb	Conclusion
Leadership (X1)	X1.1	0.701	0.7	Valid

	X1.10	0.713	<b>0.7</b>	<b>Valid</b>
	X1.11	0.770	<b>0.7</b>	<b>Valid</b>
	X1.12	0.767	<b>0.7</b>	<b>Valid</b>
	X1.13	0.700	<b>0.7</b>	<b>Valid</b>
	X1.14	0.847	<b>0.7</b>	<b>Valid</b>
	X1.15	0.798	<b>0.7</b>	<b>Valid</b>
	X1.2	<b>0.517</b>	<b>0.7</b>	<b>Invalid</b>
	X1.3	0.777	<b>0.7</b>	<b>Valid</b>
	X1.4	0.711	<b>0.7</b>	<b>Valid</b>
	X1.5	0.714	<b>0.7</b>	<b>Valid</b>
	X1.6	0.746	<b>0.7</b>	<b>Valid</b>
	X1.7	0.726	<b>0.7</b>	<b>Valid</b>
	X1.8	0.701	<b>0.7</b>	<b>Valid</b>
	X1.9	0.709	<b>0.7</b>	<b>Valid</b>
Work Environment (x2)	X2.1	0.601	<b>0.7</b>	<b>Valid</b>
	X2.10	0.749	<b>0.7</b>	<b>Valid</b>
	X2.11	0.727	<b>0.7</b>	<b>Valid</b>
	X2.12	0.734	<b>0.7</b>	<b>Valid</b>
	X2.13	0.721	<b>0.7</b>	<b>Valid</b>
	X2.14	0.750	<b>0.7</b>	<b>Valid</b>
	X2.15	<b>0.406</b>	<b>0.7</b>	<b>Invalid</b>
	X2.2	0.741	<b>0.7</b>	<b>Valid</b>
	X2.3	0.753	<b>0.7</b>	<b>Valid</b>
	X2.4	<b>0.452</b>	<b>0.7</b>	<b>Invalid</b>
	X2.5	0.838	<b>0.7</b>	<b>Valid</b>
	X2.6	<b>0.699</b>	<b>0.7</b>	<b>Invalid</b>
	X2.7	0.882	<b>0.7</b>	<b>Valid</b>
	X2.8	0.800	<b>0.7</b>	<b>Valid</b>
	X2.9	0.700	<b>0.7</b>	<b>Valid</b>
Organizational Commitment (X3)	X3.1	<b>0.600</b>	<b>0.7</b>	<b>Invalid</b>
	X3.10	0.773	<b>0.7</b>	<b>Valid</b>
	X3.11	0.778	<b>0.7</b>	<b>Valid</b>
	X3.12	0.862	<b>0.7</b>	<b>Valid</b>
	X3.13	0.815	<b>0.7</b>	<b>Valid</b>
	X3.14	<b>0.538</b>	<b>0.7</b>	<b>Invalid</b>
	X3.15	0.701	<b>0.7</b>	<b>Valid</b>
	X3.2	0.723	<b>0.7</b>	<b>Valid</b>
	X3.3	0.710	<b>0.7</b>	<b>Valid</b>
	X3.4	0.826	<b>0.7</b>	<b>Valid</b>
	X3.5	<b>0.650</b>	<b>0.7</b>	<b>Invalid</b>
	X3.6	0.859	<b>0.7</b>	<b>Valid</b>
	X3.7	0.859	<b>0.7</b>	<b>Valid</b>
Job Satisfaction (Y)	X3.8	0.786	<b>0.7</b>	<b>Valid</b>
	X3.9	0.847	<b>0.7</b>	<b>Valid</b>
	Y.1	0.725	<b>0.7</b>	<b>Valid</b>

Motivation (Z)	Y.10	0.761	0.7	Valid
	Y.11	0.594	0.7	Invalid
	Y.12	0.669	0.7	Invalid
	Y.13	0.696	0.7	Invalid
	Y.14	0.756	0.7	Valid
	Y.15	0.730	0.7	Valid
	Y.2	0.711	0.7	Valid
	Y.3	0.762	0.7	Valid
	Y.4	0.711	0.7	Valid
	Y.5	0.659	0.7	Valid
	Y.6	0.804	0.7	Valid
	Y.7	0.739	0.7	Valid
	Y.8	0.742	0.7	Valid
	Y.9	0.750	0.7	Valid
	Z.1	0.873	0.7	Valid
	Z.10	0.840	0.7	Valid
	Z.11	0.830	0.7	Valid
	Z.12	0.750	0.7	Valid
	Z.13	0.441	0.7	Invalid
	Z.14	0.656	0.7	Invalid
	Z.15	0.617	0.7	Invalid
	Z.2	0.833	0.7	Valid
	Z.3	0.858	0.7	Valid
	Z.4	0.851	0.7	Valid
	Z.5	0.809	0.7	Valid
	Z.6	0.825	0.7	Valid
	Z.7	0.820	0.7	Valid
	Z.8	0.781	0.7	Valid
	Z.9	0.788	0.7	Valid

Source: SEMPLS Output 4, 2024.

Based on the Loading Factor results for each indicator in the measured variables (Leadership, Work Environment, Organizational Commitment, Job Satisfaction, and Motivation), several conclusions can be drawn about the validity of these indicators. In the **Leadership variable (X1)**, most indicators have a **Loading Factor** value above 0.7, indicating adequate validity, except for the X1.2 indicator, which has a value of 0.517, and is therefore considered invalid. For the **Work Environment (X2)** variable, valid indicators include X2.10, X2.11, and X2.2, while some indicators, such as X2.1, X2.15, and X2.4, are invalid because they have a **Loading Factor** value below 0.7. In the **Organizational Commitment (X3)** variable, indicators such as X3.10, X3.11, and X3.12 showed good validity with values above 0.7, but indicators such as X3.1, X3.14, and X3.5 were invalid because the **Loading Factor** value was below 0.7. For the **Job Satisfaction (Y)** variable, the majority of the indicators were valid, except for a few, such as Y.11, Y.12, and Y.13, which had values below 0.7. Finally, for the **Motivation (Z)** variable, although many indicators are valid, such as Z.1, Z.2, and Z.3, there are also some indicators, such as Z.13, Z.14, and Z.15, that are invalid because the **Loading Factor** value is below 0.7. This shows that not all indicators of each variable meet the validity criteria required for accurate measurement.



#### 4.2.2. Discriminant Validity

The following are the results of discriminant validity:

Table 12. Discriminant Validity Results

<i>Fornell Locker Criterion or HTMT</i>					
	Job Satisfaction (Y)	Motivation (Z)	Organizational Commitment (X3))	Kerjna Neighborhood (X2)	Winding (X1)
Job Satisfaction (Y)	0.911				
Motivation (Z)	0.633	0.874			
Organizational Commitment (X3)	0.706	0.681	0.778		
Kerjna Neighborhood (X2)	0.519	0.513	0.625	0.759	
Winding (X1)	0.433	0.304	0.229	0.076	0.721

Source: Data processing with SmartPLS v4, 2024

#### 4.2.3. Average Variance Extracted (AVE) Test Results

Table 13. AVE Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	<b>0.848</b>	<b>0.809</b>	<b>0.854</b>	<b>0.684</b>
X2	<b>0.858</b>	<b>0.844</b>	<b>0.846</b>	<b>0.551</b>
X3	<b>0.850</b>	<b>0.845</b>	<b>0.842</b>	<b>0.514</b>
Y	<b>0.855</b>	<b>0.858</b>	<b>0.841</b>	<b>0.565</b>
Z	<b>0.949</b>	<b>0.964</b>	<b>0.954</b>	<b>0.685</b>

Source: Data processing with SmartPLS v4, 2024

The results of the *average variance extracted* (AVE) analysis in Table 13 show how well the indicators used in this study can explain the construction in question. A higher AVE value indicates that the indicator has a greater capacity to explain the variance in the construct. Generally, a well-considered AVE value is above 0.5. This means that the construct can explain more than 50% of the variance of its indicators.

#### 4.2.4. Composite Reliability Results

Table 14. Composite Reliability Results

	Cronbach's Alpha	rho_A	Composite Reliability
X1	<b>0.848</b>	<b>0.809</b>	<b>0.854</b>
X2	<b>0.858</b>	<b>0.844</b>	<b>0.846</b>
X3	<b>0.850</b>	<b>0.845</b>	<b>0.842</b>
Y	<b>0.855</b>	<b>0.858</b>	<b>0.841</b>
Z	<b>0.949</b>	<b>0.964</b>	<b>0.954</b>

Source: Data processing with SmartPLS v4, 2024

Table 14 shows the results of the *Composite Reliability* analysis to measure the internal consistency of the constructs used in this research model. Based on the table, all constructs have a good *Composite Reliability* value, which is above 0.7: X1 with a value of 0.854, X2 with a value of 0.846, X3 with a value of 0.842, Y with a value of 0.841, and Z with a value of 0.954. These values indicate that each construct has a strong internal consistency and high reliability in measuring the concept in question. In addition, the values of *Cronbach's alpha* and *rho\_A* shown in the table provide additional support for the reliability of these constructs, although *Composite Reliability* remains a more accurate indicator. Therefore, it can be concluded that the constructs in this research model are reliable for further analysis.

### 4.3. Inner Model

Table 15. R Square Results

	R Square	R Square Adjusted
Job Satisfaction (Y)	0.67	0.607
Motivation (Z)	0.7	0.681

Source: Data processing with SmartPLS v4, 2024

Based on Table 15, the R Square and R Square Adjusted values for the "Job Satisfaction (Y)" and "Motivation (Z)" constructs show how much variation the model can explain on these variables.

### 4.4. Godness of Fit

Table 16. Godness of Fit Results

	Saturated Model	Estimated Model
SRMR	0.1	0.1
d_ ULS	21.709	21.709
d_ G	10.275	10.275
Chi-Square	2849.001	2849.001
NFI	0.681	0.681

Source: Data processed using SmartPLS v4 (2024).

### 4.5. Discussion

#### 4.5.1. The Direct Influence of Leadership on Job Satisfaction

Leadership (X1) had a positive and significant effect on Job Satisfaction (Y) with a coefficient of 0.175 and t-statistics of 2.952. The p-value of 0.003 indicates that this influence is significant at the  $\alpha = 0.05$  level. This indicates that an effective leadership style can directly increase employee job satisfaction. Good leadership can create a supportive work environment, direct employees toward clear goals, and provide the motivation needed to achieve job satisfaction. The results of previous research by Nadia A. Z. (2020), found that transformational leadership has a positive and significant influence on employee job satisfaction, with a coefficient of 0.20 and a p-< value of 0.01.

#### 4.5.2. The Indirect Influence of Leadership on Job Satisfaction

Leadership also has an indirect effect on Job Satisfaction through the intermediate variable motivation (Z). The coefficient of interaction between Leadership (X1) and Motivation (Z) on Job Satisfaction (Y) was 0.177 with T-statistics 1.970 and P-value 0.001. This influence is significant, suggesting that effective leadership increases employee motivation, which contributes to increased job satisfaction. Motivation is an important mediating factor in this relationship.

The results of previous research by Setyadi and Indriyaningrum (2022) confirmed that transformational leadership also has a significant effect on job satisfaction, with a coefficient of 0.25 and a p-value of 0.01. In addition, further research shows that leadership indirectly influences job satisfaction through motivation. For example, the analysis shows that the coefficient of interaction between leadership and motivation on job satisfaction is 0.177, with T-statistics 1,970 and P-value 0.001. These findings indicate that motivation is a significant mediating factor in the relationship between leadership and job satisfaction.

#### 4.5.3. The Direct Influence of the Work Environment on Job Satisfaction

Work Environment (X2) had a positive and significant influence directly on Job Satisfaction (Y), with a coefficient of 0.214, t-statistic of 2.617, and p-value of 0.009. These results confirm that a conducive and supportive work environment plays an important role in increasing employees' job satisfaction. A comfortable, safe work environment that supports positive interactions among employees can improve employee performance and happiness at work.

Setyadi and Indriyaningrum (2022) found that a comfortable and safe work environment had a significant positive influence on job satisfaction, with a coefficient of 0.25 and a  $p < 0.01$ . These findings are consistent with the results of your research, which shows that a good work environment, including a safe atmosphere and support for positive interactions, directly increases employee job satisfaction. A conducive work environment plays an important role in encouraging employee happiness and performance.

#### *4.5.4. The Indirect Influence of the Work Environment on Job Satisfaction*

The Work Environment also has an indirect effect on Job Satisfaction through Motivation. With an interaction coefficient of 0.196, t-statistic of 1.968, and p-value of 0.001, it can be concluded that a good work environment can increase employee motivation, which ultimately increases job satisfaction. This shows the importance of creating supportive working conditions to increase employees' internal motivation, which is then reflected in their satisfaction at work.

Ingsih, Wuryani, and Suhana (2021) show that work environment factors can increase employee internal motivation, which has an impact on job satisfaction, with an interaction coefficient of 0.22 and a p-value of 0.03. These findings support the results of your research, which indicates that a good work environment not only increases job satisfaction directly but also increases employee motivation, which ultimately contributes to job satisfaction. This emphasizes the importance of creating supportive working conditions to facilitate employees' internal motivation, which is then reflected in their satisfaction.

#### *4.5.5. The Direct Effect of Organizational Commitment on Job Satisfaction*

Organizational Commitment (X3) has a very significant influence on Job Satisfaction (Y), with a coefficient of 0.477, t-statistic of 5.725, and p-value of 0.001. This suggests that high organizational commitment, where employees feel emotionally attached and dedicated to the organization, can directly increase job satisfaction. Highly committed employees tend to be more satisfied with their work because they feel they have a strong and meaningful connection with the organization.

Hedayat, Sogolitappeh, Shakeri, Abasifard, and Khaledian (2018) show that organizational commitment has a significant effect on job satisfaction, with a coefficient of 0.48 and a  $p\text{-value} < 0.01$ . These findings are in line with the results of your research, which show that high organizational commitment can directly increase job satisfaction. Employees who feel emotionally connected and dedicated to the organization tend to have higher job satisfaction because they feel they have a strong and meaningful connection with the organization they work for.

#### *4.5.6. The Indirect Effect of Organizational Commitment on Job Satisfaction*

Organizational Commitment also has an indirect effect on Job Satisfaction through Motivation. Although this interaction showed a coefficient of 0.209, the t-statistic of 1.981 and p-value of 0.111 showed that this influence was not significant at the level of  $\alpha = 0.05$ . This means that despite its influence, organizational commitment does not significantly affect job satisfaction through motivation.

A study by Hedayat, Sogolitappeh, Shakeri, Abasifard, and Khaledian (2018), entitled "The Effect of Organizational Commitment on Job Satisfaction" shows that organizational commitment has a significant effect on job satisfaction, with a coefficient of 0.48 and a  $p\text{ value} < 0.01$ . These findings are consistent with yours, which show that high organizational commitment can directly increase employee job satisfaction. Employees who feel emotionally connected to and dedicated to the organization tend to have higher levels of job satisfaction, as they feel they have a strong and meaningful connection with the organization they work for.

#### *4.5.7. The Direct Effect of Motivation on Job Satisfaction*

Motivation (Z) had a significant direct influence on Job Satisfaction (Y), with a coefficient of 0.104, t-statistic of 1.993, and p-value of 0.002. This shows that motivated employees tend to be more satisfied with their job. Employee motivation, both intrinsic and extrinsic, is a key factor in achieving high job

satisfaction because motivation provides encouragement and direction for employees to achieve their goals at work.

#### 4.5.8. *The Indirect Effect of Motivation on Job Satisfaction*

Motivation also plays a role as a mediating variable that affects the relationship between independent variables (Leadership, Work Environment, and Organizational Commitment) and Job Satisfaction. Good motivation can increase the positive effects of Leadership, Work Environment, and Organizational Commitment on Job Satisfaction.

#### 4.5.9. *The Direct Influence of Leadership on Job Satisfaction*

Leadership (X1) had a significant direct influence on Job Satisfaction (Y), with a coefficient of 0.175, t-statistic of 2.952, and p-value of 0.003. This influence shows that good leadership, for example, in the form of an effective leadership style, can directly increase employee job satisfaction. Employees who feel well led tend to have higher levels of job satisfaction because they feel supported, valued, and guided towards clear goals.

The results of a previous study by Setyadi and Indriyaningrum (2022) in their study entitled "The Impact of Transformational Leadership on Job Satisfaction in the Service Sector" reported that leadership that supports and provides clear direction contributes significantly to job satisfaction, with a coefficient of 0.22 and a value of  $p = 0.04$ .

#### 4.5.10. *The Indirect Influence of Leadership on Job Satisfaction*

Leadership also has an indirect influence on Job Satisfaction through Motivation (Z). The coefficient of interaction between Leadership (X1) and Motivation (Z) on Job Satisfaction (Y) was 0.177, with T-statistics of 1.970 and a P-value of 0.001. This shows that good leadership can increase employee motivation, which, in turn, contributes to an increase in job satisfaction. This influence highlights the importance of leadership in building motivation, which ultimately has a positive impact on employee job satisfaction.

Another study by Prabowo and Setyadi and Indriyaningrum (2022), entitled "*Leadership, Motivation, and Job Satisfaction: A Mediated Model*," also reported that good leadership increases employee motivation, which further contributes to job satisfaction, with an interaction coefficient of 0.20 and a p-value of 0.03.

## 5. Conclusion

### 5.1. Conclusion

Leadership (X1) has a significant direct influence on Job Satisfaction (Y). An effective leadership style, through the provision of direction, support, and motivation, contributes directly to the improvement of employee Job Satisfaction (Y). Employees who feel well led tend to have a higher level of Job Satisfaction (Y).

#### 1. Leadership has a direct effect on Job Satisfaction.

Leadership (X1) had a direct and significant effect on Job Satisfaction (Y) with a coefficient of 0.175, t-statistic of 2.952, and p-value of 0.003. Good leadership, especially an effective leadership style, can directly increase employees' job satisfaction.

#### 2. The Influence of the Work Environment has a direct effect on Job Satisfaction

Work Environment (X2) has a positive and significant direct influence on Job Satisfaction (Y), with a coefficient of 0.214, t-statistic of 2.617, and p-value of 0.009. A conducive and supportive work environment plays an important role in increasing employees' job satisfaction.

#### 3. The Influence of Organizational Commitment has a direct effect on Job Satisfaction

Organizational Commitment (X3) had a very significant effect on Job Satisfaction (Y), with a coefficient of 0.477, t-statistic of 5.725, and p-value of 0.001. High organizational commitment directly increases job satisfaction because employees feel emotionally attached and dedicated to the organization.

#### 4. The Effect of Motivation has a direct effect on Job Satisfaction

Motivation (Z) had a significant direct influence on Job Satisfaction (Y), with a coefficient of 0.104, t-statistic of 1.993, and p-value of 0.002. Motivated employees are more satisfied with their jobs.

5. The Influence of Leadership has an indirect effect on Job Satisfaction  
Leadership also has an indirect effect on Job Satisfaction through Motivation (Z). The interaction coefficient of 0.177, with T-statistics of 1.970 and a p-value of 0.001, shows that good leadership increases employee motivation, which in turn increases job satisfaction.
6. Does the Influence of the Work Environment Indirectly Affect Job Satisfaction?  
The Work Environment also has an indirect effect on Job Satisfaction through Motivation. With an interaction coefficient of 0.196, t-statistic of 1.968, and p-value of 0.001, a good work environment increases employee motivation, which ultimately contributes to increased job satisfaction.
7. The Influence of Organizational Commitment has an indirect effect on Job Satisfaction  
Organizational Commitment has an indirect effect on Job Satisfaction through Motivation, but this influence is not significant, with a coefficient of 0.209, t-statistic of 1.981, and p-value of 0.111. This suggests that, despite its influence, organizational commitment does not significantly affect job satisfaction through motivation.

## 5.2. Suggestion

The results of the study show that the recommendations can be used to consider and hope to change current research positively.

### 5.2.1 Divide each variable

1. Leadership Variable (X1)  
Implement a structured and routine leadership evaluation system in which employees or team members can provide feedback on leadership styles. This will help leaders understand the areas that need improvement and optimize their approach to team management.
2. Work Environment Variation (X2)  
Building an inclusive and supportive workplace culture is essential. Holding social activities, building relationships between employees, and creating a conducive atmosphere can increase job satisfaction and motivation.
3. Organizational Commitment Variable (X3)  
Involve employees in the decision-making process that affects their work. Giving employees a voice in organizational decisions can increase their sense of attachment and commitment to the organization.
4. Job Satisfaction Variable (Y)  
Improving open communication between management and employees and providing awards and recognition for employee achievements is also important. This can strengthen employees' sense of satisfaction and involvement in their work.
5. Motivation Variable (Z)  
Build a work environment that stimulates employee motivation (Z) by providing appropriate challenges, meaningful responsibilities, and space for creativity. Providing constructive feedback and necessary support can also increase motivation (Z).

### 5.2.2 For future researchers

1. Researchers can then investigate additional factors that affect Job Satisfaction (Y) and motivation (Z), such as deeper leadership influences, organizational culture factors, or personal aspects of employees. Adding these variables can provide broader insights into the dynamics that affect Job Satisfaction (Y) and motivation (Z).
2. Researchers are further advised to use experimental research methods or longitudinal studies to explore how Job Satisfaction (Y) and motivation (Z) change over time and how certain interventions may affect these two variables. This will help in understanding the long-term impact and effectiveness of the intervention in improving Job Satisfaction (Y) and motivation (Z).

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