



THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE AND CAREER DEVELOPMENT ON JOB SATISFACTION THROUGH WORK MOTIVATION AS AN INTERVENING VARIABLE IN ACEH PROVINCE CENTER FOR STATISTICS

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Abstract

This study aims to examine the effect of leadership style, organizational culture and career development on job satisfaction with work motivation as a mediating variable for District/City BPS employees in Aceh Province. The number of respondents in this study were 214 civil servants at the Regency/City BPS in Aceh using the Stratified Random Sampling method. The data analysis method used is Structural Equation Modeling with AMOS Software. The results of this study found that leadership style and organizational culture directly had a significant effect on job satisfaction, while career development had no significant effect on work motivation. Then work motivation has a significant effect on job satisfaction, while leadership style, organizational culture and career development have no significant effect on job satisfaction. The results of the mediation effect prove that work motivation is able to mediate the effect of leadership style and organizational culture on job satisfaction partially (partial mediation), but is unable to mediate the effect of career development on job satisfaction.

Keywords : *Leadership Style, Organizational Culture, Career Development, Job Satisfaction, Work Motivation*

1. INTRODUCTION

The Office of the Central Bureau of Statistics (BPS) is a non-ministerial government agency that is directly responsible to the President. Based on Law Number 6 of 1960 concerning censuses and Law Number 7 of 1960 concerning statistics, this institution was formed which was previously called the Central Bureau of Statistics (BPS). BPS As a vertical government agency has representative offices in every province and district/city throughout Indonesia. Job satisfaction is an emotional attitude of employees who love and care about their work. Job satisfaction is an important aspect in the practice of human resource management and organizational behavior. This is because job satisfaction can affect absenteeism levels, workforce rotation, morale, complaints and other vital personnel issues.(Handoko, 2015). Job satisfaction is supported by several parties and the most important is yourself. Satisfaction at work is certainly based on the willingness to complete every task given by the agency leader. Every employee will definitely work hard in doing every job given, they will get their own pride for the effort that has been done.

There are several factors that influence employee job satisfaction based on empirical studies, namely leadership style(Satyawati & Suartana, 2014; Sinurat, 2017), organizational culture(Damayanti & Ismiyati, 2020; Jannang & Rajak, 2022; Xaverius, 2016), career development(Bahri & Nisa, 2017; Nugraha et al., 2022)and work motivation(Adawiyah et al., 2022; Andari & Nafiudin, 2019; Mubaroqah & Yusuf, 2020). However, there are still several studies that find different results, where is the leadership style(Dewi, 2017; Purnama et al., 2019), organizational culture(Arishanti, 2019; Sugiyono & Rahajeng, 2022), career development(Ismail, 2017; Septiani & Amri, 2014)and work motivation(Bahri & Nisa, 2017; Dhermawan & Bagus,

2012) are not the factors that influence employee job satisfaction. This shows that there are still inconsistencies in empirical findings and debates regarding the influence of leadership style, organizational culture, career development and work motivation on job satisfaction, thus encouraging the authors to review it.

2. IMPLEMENTATION METHOD

Research Objects and Locations

The objects in this study are leadership style, organizational culture, career development, work motivation and job satisfaction of employees at the Regency/City BPS Office in Aceh Province. Meanwhile, this research was conducted in each district/city BPS office in Aceh Province, namely 23 offices.

Population and Sample

The population in this study were all Civil Servants (PNS) at the Regency and City Central Bureau of Statistics (BPS) offices of Aceh Province, totaling 462 people. The sampling technique used in this research is Proportionate Stratified Random Sampling, which is a sampling technique used when the population has elements/members that are not homogeneous and stratified. To determine the number of samples, the researchers used the Slovin formula with an error rate of 5%.

Data analysis method

The data analysis method used in this study is SEM (Structural Equation Modeling) analysis which is operationalized through the AMOS (Analysis of Moment Structure) program. Ghazali (2016) argues that SEM (Structural Equation Modeling) is a combination of two statistical methods developed in psychology and psychometrics as well as Simultaneous Equation Modeling developed in econometrics.

Structural Equation is formulated to express the causal relationship between various constructs. The formula developed is as shown below:

$$\begin{aligned} MK &= b_1GK + b_2BO + b_3PK + z_1 \\ KK &= b_1GK + b_2BO + b_3PK + b_4MK + z_2 \end{aligned}$$

Information :

- NO = Leadership Style
- BO = Organizational Culture
- PK = Career development
- MK = Work motivation
- KK = Job satisfaction
- b₁ – b₄ = Regression Coefficient
- z₁ – z₂ = Error term

3. RESULTS AND DISCUSSION

Respondent Descriptive Analysis

Based on age classification, respondents aged 21 to 30 years were 13%, ages 31 to 40 years were 39%, 41 to 50 years were 27%, and ages 51 to 60 years were 21%. The description shows that



respondents are dominated by employees in the age range of 31 to 40 years. In addition, based on gender classification, the male respondents in this study were 73%, while the female respondents were 27%. Based on marital status, 18% of respondents were unmarried, 82% of respondents who were married and 1% of respondents with widower/widow status. Based on the level of education, respondents with Diploma III educational level were 17%, Bachelor or Diploma IV were 69% and Masters (S2) were 14%. Based on years of service, there are 24% of respondents who have worked under 10 years,

Validity test

1. CFA Leadership Style

The CFA results for the leadership style variable indicators show that all indicators are classified as valid because they have a loading factor value above 0.60. The loading factor values are presented in the following table:

Table 1. Leadership Style Loading Factor Value

			<i>Loading Factor</i>	<i>Cut Off</i>	Information
GK1	<---	Style_Leadership	0.709	0.60	Valid
GK2	<---	Style_Leadership	0.819	0.60	Valid
GK3	<---	Style_Leadership	0.787	0.60	Valid
GK4	<---	Style_Leadership	0.913	0.60	Valid
GK5	<---	Style_Leadership	0.864	0.60	Valid

Source: Processed Data, 2023

2. CFA Organizational Culture

CFA results for indicators of organizational culture variables show that all indicators are classified as valid because they have a loading factor value above 0.60. The loading factor values are presented in the following table:

Table 2. Organizational Culture Loading Factor Value

			<i>Loading Factor</i>	<i>Cut Off</i>	Information
BO1	<---	Organizational culture	0.652	0.60	Valid
BO2	<---	Organizational culture	0.811	0.60	Valid
BO3	<---	Organizational culture	0.727	0.60	Valid
BO4	<---	Organizational culture	0.714	0.60	Valid
BO5	<---	Organizational culture	0.749	0.60	Valid

Source: Processed Data, 2023

3. CFA Career Development

CFA results for career development variable indicators show that there are 2 indicators that are classified as invalid, namely PK2 and PK3 because their loading factor values are below 0.60, so they are excluded from the model. After removing the two indicators, another CFA test was carried out, the result of which was that the remaining indicators were classified as valid because they had a loading factor value above 0.60. The loading factor values are presented in the following table:

Table 3. Career Development Factor Loading Value After Discarding the Indicator

			<i>Loading Factor</i>	<i>Cut Off</i>	Information
PK1	<---	Career development	0.884	0.60	Valid
PK4	<---	Career development	0.878	0.60	Valid
PK5	<---	Career development	0.694	0.60	Valid

Source: Processed Data, 2023

4. CFA Work Motivation

CFA results for indicators of work motivation variables show that all indicators are classified as valid because they have a loading factor value above 0.60. The loading factor values are presented in the following table:

Table 4. Work Motivation Loading Factor Value

			<i>Loading Factor</i>	<i>Cut Off</i>	Information
MK1	<---	Work motivation	0.827	0.60	Valid
MK2	<---	Work motivation	0.805	0.60	Valid
MK3	<---	Work motivation	0.739	0.60	Valid
MK4	<---	Work motivation	0.880	0.60	Valid
MK5	<---	Work motivation	0.768	0.60	Valid

Source: Processed Data, 2023

5. CFA Job Satisfaction

The CFA results for the variable indicators of job satisfaction show that there are 2 indicators that are classified as invalid, namely KK4 and KK5 because their loading factor values are below 0.60, so they are excluded from the model. After removing the two indicators, another CFA test was carried out, the result of which was that the remaining indicators were classified as valid because they had a loading factor value above 0.60. The loading factor values are presented in the following table:

Table 5. Loading Factor Value of Job Satisfaction After Discarding Indicator

			<i>Loading Factor</i>	<i>Cut Off</i>	Information
KK1	<---	Job satisfaction	0.714	0.60	Valid
KK2	<---	Job satisfaction	0.619	0.60	Valid
KK3	<---	Job satisfaction	0.828	0.60	Valid

Source: Processed Data, 2023

Reliability Test

The reliability test was carried out in three ways, namely construct reliability (CR), variance extracted (VE) and discriminant validity (DV). The calculation results of CR, VE and DV for all variables are as follows:



Table 6. Recapitulation of Construct Reliability and Variance Extracted Test Results

No	Variable	Construct Reliability		Variance Extracted		Information
		Acquisition value	Mark Cut Off	Acquisition value	Cut Off Value	
1.	Leadership Style	0.911	0.70	0.675	0.50	Reliable
2.	Organizational culture	0.852	0.70	0.536	0.50	Reliable
3.	Career development	0.862	0.70	0.678	0.50	Reliable
4.	Work motivation	0.902	0.70	0.648	0.50	Reliable
5.	Job satisfaction	0.767	0.70	0.526	0.50	Reliable

Source: Processed Data, 2023

Based on Table 6, it can be seen that all CR values are above 0.70. In other words, all variables have a good reliability value. Meanwhile, all VE values obtained were greater than 0.50. In other words, all the variables in this study have a good convergent value (sharing a high portion of variance).

SEM Assumption Test

1. Sample Suitability Test

The number of respondents in this study is 214 employees. After testing, there were no answers that were classified as extreme (outliers), so the final sample was still 214 respondents. This is still in accordance with the number of samples suggested byGhozali (2016), that is, the sample size is larger than 100 respondents, so the sample size in this research is suitable for SEM analysis.

2. Normality test

Based on the results of the normality test, it was found that there was no critical skewness ratio value that was outside the range of ± 2.58 . This shows that the bivariate data is normally distributed. The multivariate value of the kurtosis critical ratio is in the range of ± 2.58 , which is 2.541. This value indicates that the multivariate data in this study are normally distributed.

3. Outlier Data Test

Extreme data (outliers) are observations that appear with extreme values, because the combination of characteristics is unique and looks very much different from other observations.(Ghozali, 2016). In this study, testing for outlier data was carried out using the Mahalanobis d-squared test, by comparing the p1 or p2 values. A p1 or p2 value above 0.05 indicates that there are no data outliers in a study. The results of the outlier data test show that all observations have a p1 or p2 value above 0.05. In other words, there are no data outliers in this study so that it meets the SEM assumptions.

4. Multicollinearity Test

Based on the results of the multicollinearity test, it was found that the Determinant value of the Sample Covariance Matrix was 1.721, where this value is far from 0. It can be said that there are no symptoms of multicollinearity in this research model.

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Model Fit Test

The Full Model test before modification aims to see to what extent the basic model formed in this study meets the goodness of fit (GOF) criteria, so that the model can describe research phenomena without any modifications. Based on the model suitability test, it was found that in general the research model did not meet the criteria of the Goodness of Fit Index, where it was clear that the p-value was 0.001 which was below 0.05. Thus, it is necessary to modify the model to obtain a good GOF value. The indice modifications were made as many as 3 modifications. The results of the model suitability test after modification are presented in Figure 1 below:

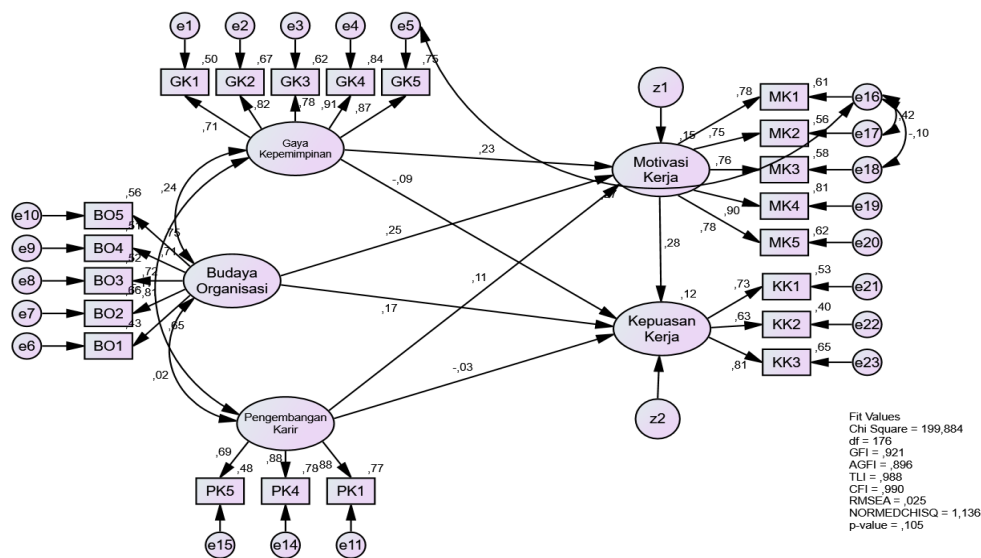


Figure 1. Full Model After Modification

Source: Processed Data, 2023

Based on Figure 1, it can be seen that there was a significant increase in the GOF value, where the p-value became 0.105 which is above the error tolerance value in this study (0.05), indicating that the model can be accepted and estimated. A summary of the GOF values after model modification can be seen in Table 7 below:

Table 7. Goodness of Fit for Full Model After Modification

No	Criteria	Expected Value	Yield Value	Conclusion
1.	Chi Square	Small Expected	199,884	Good
2.	Goodness of Fit Index(GFI)	>0.90	0.921	Good
3.	Adjusted Goodness of Fit Index(AGFI)	>0.90	0.896	marginal
4.	Tucker Lewis Index(TLI)	>0.90	0.988	Good
5.	Comparative Fit Index(CFI)	> 0.90	0.990	Good
6.	Root Mean Square Error of Approximation(RMSEA)	≤ 0.08	0.025	Good
7.	CMIN/DF	≤ 2	1.136	Good
8.	p-values	>0.05	0.105	Good

Source: Processed Data, 2023



Based on Table 7, it can be seen that there was a significant change in the goodness of fit (GOF) criteria, where all values were categorized as good and there was only 1 value in the marginal category, namely AGFI of 0.896. However, because the p-value is above 0.05, and the AGFI value has also moved closer to 9 (if it is rounded it becomes 9), so this model is acceptable and the results can be estimated.

SEM-Amos Analysis and Hypothesis Testing

Based on the results of the Full Model after modification, the coefficient values, critical ratios and p-values between exogenous variables and endogenous variables can be seen in Table 8 below:

Table 8. SEM estimation

		Estimates (standardized)	SE	CR	P- Value
Work motivation	<--- Style_Leadership	0.232	0.078	3,040	0.002
Work motivation	<--- Organizational culture	0.251	0.088	3,162	0.002
Work motivation	<--- Career development	0.106	0.070	1,466	0.143
Job satisfaction	<--- Style_Leadership	-0.091	0.076	-1,089	0.276
Job satisfaction	<--- Work motivation	0.279	0.080	3,116	0.002
Job satisfaction	<--- Organizational culture	0.173	0.088	1,958	0.050
Job satisfaction	<--- Career development	-0.026	0.068	-0.328	0.743

Source: Processed Data, 2023

Model Estimation and Hypothesis Testing

Based on the results of the Full Model after modification, the coefficient values, critical ratios and p-values between exogenous variables and endogenous variables can be seen in Table 9 below:

Table 9. SEM estimation

		Estimates (standardized)	SE	CR	P- Value
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Job satisfaction	<--- Organizational culture	0.173	0.088	1,958	0.050
Job satisfaction	<--- Career development	-0.026	0.068	-0.328	0.743

Source: Processed Data, 2023

Based on the model estimation results presented in the table above, the path equation results are as follows:

$$MK = 0.232GK + 0.251BO + 0.106PK$$

$$KK = -0.091GK + 0.173BO - 0.026PK + 0.279MK$$

The forms of influence and hypothesis testing between exogenous variables and endogenous variables are as follows:

1. The Effect of Leadership Style on Work Motivation

Based on the results of the SEM analysis that has been carried out, the coefficient value of leadership style on work motivation is 0.232 with a p-value of 0.002. The p-value is classified as significant (p-value <0.05). In other words, leadership style has a significant effect on work motivation, so that H1 is accepted.

2. The Influence of Organizational Culture on Work Motivation

Based on the results of the SEM analysis that has been carried out, the coefficient value of organizational culture on work motivation is 0.251 with a p-value of 0.002. The p-value is classified as significant (p-value <0.05). In other words, organizational culture has a significant effect on work motivation, so that H2 is accepted.

3. The Effect of Career Development on Work Motivation

Based on the results of the SEM analysis that has been carried out, the career development coefficient on work motivation is 0.106 with a p-value of 0.143. The p-value is not statistically significant (p-value > 0.05). In other words, career development has no significant effect on work motivation, so H3 is rejected.

4. The Effect of Leadership Style on Job Satisfaction

Based on the results of the SEM analysis that has been carried out, the coefficient value of leadership style on job satisfaction is -0.091 with a p-value of 0.276. The p-value is classified as statistically significant (p-value <0.05). In other words, leadership style has no significant effect on job satisfaction, so H4 is rejected.

5. The Effect of Organizational Culture on Job Satisfaction

Based on the results of the SEM analysis that has been carried out, the coefficient value of leadership style on job satisfaction is 0.173 with a p-value of 0.050. The p-value is not statistically significant (p-value > 0.05). In other words, organizational culture has no significant effect on job satisfaction, so H5 is rejected.

6. The Effect of Career Development on Job Satisfaction

Based on the results of the SEM analysis that has been carried out, the career development coefficient on job satisfaction is -0.026 with a p-value of 0.743. The p-value is not statistically significant (p-value > 0.05). In other words, career development has no significant effect on job satisfaction, so H6 is rejected.

7. Effect of Work Motivation on Job Satisfaction

Based on the results of the SEM analysis that has been done, the coefficient of work motivation on job satisfaction is 0.279 with a p-value of 0.002. The p-value is classified as significant at the 1% level (p-value <0.05). In other words, work motivation has a significant effect on job satisfaction, so that H7 is accepted.

Mediation Effect Test

In this study, there are 3 mediation effect hypotheses to be tested, namely H8, H9 and H10. The results of testing the three hypotheses are as follows:

1. Mediating Effects of Work Motivation on the Effect of Leadership Style on Job Satisfaction

The results of testing the mediating effect of the relationship between leadership style and job satisfaction through work motivation fulfill the requirements, because the paths -a, and -b are statistically significant. To see the probability value on the -c' path, the calculation is performed using the Sobel test, where the results are presented as follows:

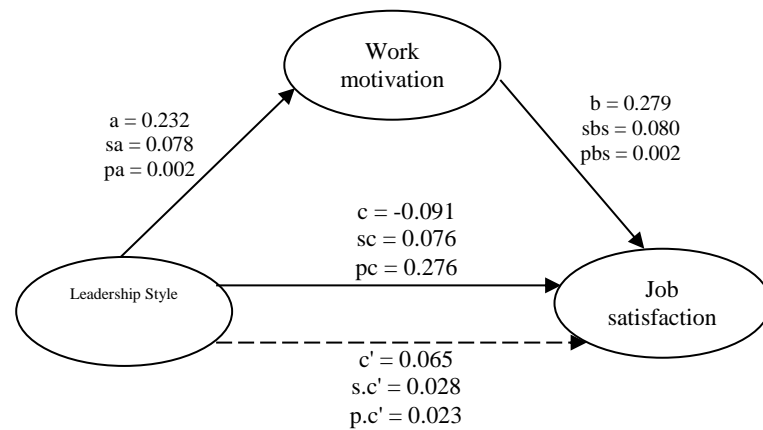


Figure 2. Mediation Effects of Work Motivation on the Influence of Leadership Style on Job Satisfaction
Source: Processed Data, 2023

Based on Figure 2, it can be seen that the p-value for c' is 0.023 which is classified as statistically significant at the 5% level, so that according to Baron & Kenny's criteria (1986) which states that this form of mediation is partial mediation. Thus H8 is accepted, meaning that work motivation is able to partially mediate the effect of leadership style on job satisfaction.

2. Mediating Effects of Work Motivation on the Influence of Organizational Culture on Job Satisfaction

The results of testing the mediating effect of the relationship between organizational culture and job satisfaction through work motivation can fulfill the requirements, because the paths -a, and -b are statistically significant. To see the significance value in the $-c'$ path, the calculation is done using the Sobel test. The results of the mediation test on Hypothesis 9 are as follows:

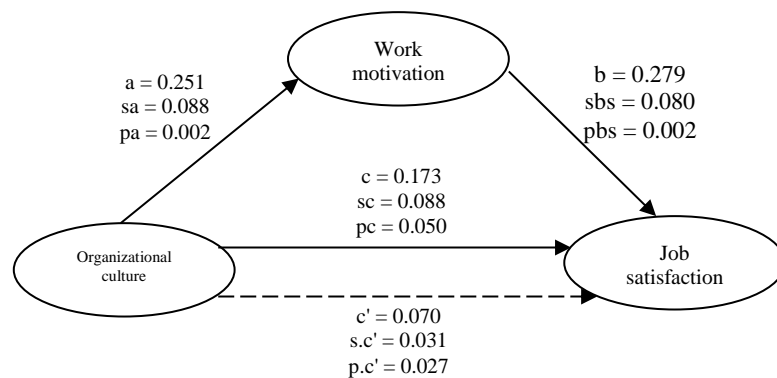


Figure 3. Mediation Effects of Work Motivation on the Influence of Organizational Culture on Job Satisfaction
Source: Processed Data (2023)

Based on Figure 3, it can be seen that the p-value for c' is 0.027, which is below 0.05 and is classified as statistically significant at the 5% level. In other words, H9 in this study is accepted,

which means that work motivation is able to partially mediate the influence of organizational culture on job satisfaction.

3. Mediating Effects of Work Motivation on the Effect of Career Development on Job Satisfaction

The results of testing the mediating effect of the relationship between career development and job satisfaction through work motivation have not fulfilled the requirements, because the -b path is statistically significant, but the -a path (the direct effect of career development on work motivation) has no statistically significant effect. To see the probability value on the -c' path, the calculation is performed using the Sobel test, where the results are presented as follows:

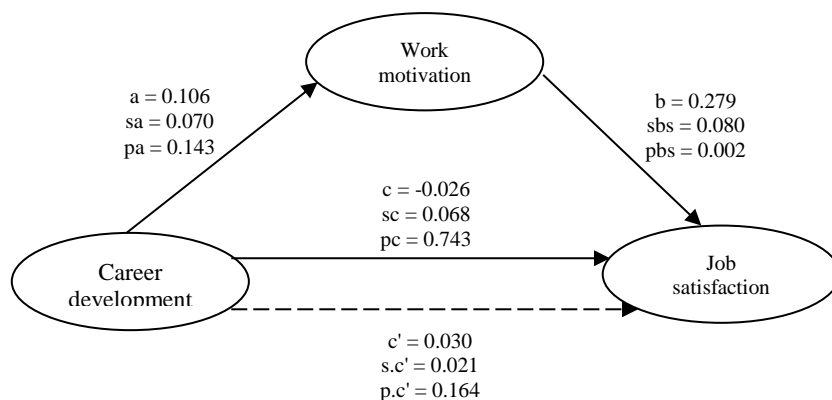


Figure 4. Mediation Effects of Work Motivation on Career Development on Job Satisfaction

Source: Processed Data (2023)

Based on Figure 4, it can be seen that the p-value for c' is 0.164 and is not classified as statistically significant. However, because mediation conditions are not met, H10 is rejected, meaning that work motivation is unable to mediate the effect of career development on job satisfaction.

Discussion

The Effect of Leadership Style on Work Motivation

Based on the results of the data analysis that has been done, it was found that leadership style has a positive and significant effect on work motivation. This shows that the better the leadership style will make employees more motivated to work. In addition, these results indicate that leadership style is a predictor of increasing work motivation. This positive and significant influence occurs because a good leadership style makes employees close to the leader (Kanat et al., 2020). This will encourage employees to be enthusiastic at work (Rabiul & Yean, 2021). In addition, a good leadership style will make employees work more focused (Salem, 2015). This is because a good leader will always direct his subordinates to work well (Al-Sada et al., 2017). That way, employees will be motivated to work. This shows that leadership style has a positive and significant effect on work motivation. This is supported by several previous researchers who documented that leadership style has a positive and significant effect on work motivation (Bukit et al., 2019; Mendrofa, 2021; Rego et al., 2017). In addition, the results of this study are also contrary



to several previous studies which documented that leadership style has no significant effect on work motivation(Heryanto et al., 2017; Sunarsi, 2018).

The Influence of Organizational Culture on Work Motivation

Based on the results of the data analysis that has been done, it was found that there is a positive and significant influence of organizational culture on work motivation. This shows that the better the culture in an organization, the more motivated employees will be at work. In addition, the results of this study also show that organizational culture is also a predictor in increasing work motivation. This positive and significant influence occurs because organizational culture is one of the elements that makes employees feel more at home and working in the office(Lee et al., 2016). Organizational culture is able to make employees enthusiastic about work when the organization puts forward a culture that prioritizes common interests(Fernandes, 2018). That way, work motivation will increase(Panagiotis et al., 2014). These results are also in line with several previous studies which found that organizational culture has a positive and significant effect on work motivation(Giantari & Riana, 2017; Pranitasari et al., 2018; Sutoro, 2020). However, this research is in contrast to some previous research which documented that organizational culture does not have a significant effect on work motivation(Bismala, 2021; Juliningrum & Sudiro, 2014).

The Effect of Career Development on Work Motivation

The results of data analysis in this study found that career development has no significant effect on work motivation. This shows that career development does not have a significant effect on increasing employee motivation at work. In addition, these results also provide empirical evidence that career development is not a predictor of increasing work motivation. This insignificant effect occurs because the opportunities for each employee to get career development are still uneven, so that employees are not enthusiastic about carrying out their work(Princess & Frianto, 2019). It can be seen that the career development opportunity indicator (PK2) in this study is classified as invalid. Employees feel they do not have equal opportunities based on their expertise to obtain career development(Dermawan et al., 2022). Thus, employees are not so motivated to obtain career development. These results are also in line with several previous studies which documented that career development has no significant effect on work motivation(Amelia & Setiawan, 2021; Nita, 2017). However, these results also contradict some previous research which documented that career development has a positive and significant effect on work motivation(Firmansyah & Maria, 2022; Pangkey et al., 2019).

The Effect of Leadership Style on Job Satisfaction

Based on the results of data analysis that has been done, it was found that leadership style has no significant effect on job satisfaction. This shows that leadership style does not play a significant role in providing job satisfaction for employees. In addition, these results also prove that leadership style is not a predictor of increasing job satisfaction.

This insignificant effect occurs because the leadership style found in public organizations tends to be too oriented towards applicable rules and has a tendency to be inflexible.(Fernandez et al., 2018). Lack of flexibility at work makes employees feel limited, especially in terms of increasing their competence(Hassan & Hatmaker, 2015). This is because leaders who are less flexible tend to still use old ways and are less willing to accept the input of more modern subordinates (Ohemeng et al., 2018), so that it will not have an impact on increasing employee job satisfaction. Furthermore, the leadership style that exists in public organizations has a tendency to make

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employees work in the same system (Pasolong et al., 2022). Leaders who focus too much on mechanisms and methods that have basically been updated make employees unable to develop their creativity (Nagendra & Farooqui, 2016). This shows that leadership style is not an element that influences employee job satisfaction. This is also supported by several previous studies which document that leadership style has no significant effect on job satisfaction (Dewi, 2017; Purnama et al., 2019). However, these results are in contrast to previous research which found that leadership style has a positive and significant effect on job satisfaction (Satyawati & Suartana, 2014; Sinurat, 2017).

The Effect of Organizational Culture on Job Satisfaction

Based on the results of data analysis using the Amos SEM described above, it was found that organizational culture has no significant effect on job satisfaction. This shows that the better the culture in an organization, the higher the level of job satisfaction that exists in employees. In addition, the results of this study also show that organizational culture is a predictor that can increase job satisfaction. This insignificant effect occurs because organizational culture is something that is inherent in the organization. Employees who work professionally will follow the direction and goals of work and not really ignore things that are inherent in the organization. This shows that organizational culture has no direct effect on job satisfaction (Arishanti, 2019; Sugiyono & Rahajeng, 2022). However, organizational culture has a significant effect on job satisfaction (Damayanti & Ismiyati, 2020; Jannang & Rajak, 2022; Xaverius, 2016).

The Effect of Career Development on Job Satisfaction

Based on the results of data analysis that has been done, it was found that career development has no significant effect on job satisfaction. This shows that career development does not have a real impact on increasing employee job satisfaction. In addition, the results of this study also prove that career development is not a predictor in increasing employee job satisfaction. This insignificant influence occurs because career development in the ASN world tends to be oriented towards a strong bureaucratic system (Adekola, 2011). This will make employees tend to be oriented towards the applicable bureaucratic mechanism, so that it has no correlation with the level of employee job satisfaction (Yarbrough et al., 2017). These results are also in line with several previous studies which documented that career development has no significant effect on job satisfaction (Ismail, 2017; Septiani & Amri, 2014). However, these results contradict previous research which documented that career development has a significant effect on job satisfaction (Bahri & Nisa, 2017; Nugraha et al., 2022).

Effect of Work Motivation on Job Satisfaction

Based on the results of data analysis that has been done, it was found that work motivation has a positive and significant effect on job satisfaction. These results indicate that the more motivated employees are, the higher the level of employee job satisfaction. In addition, these results indicate that work motivation is a predictor of increasing employee job satisfaction. This positive and significant influence occurs because the motivation that exists within employees will make employees enthusiastic at work (Arifin, 2015). This will encourage an increase in employee job satisfaction (Zhao et al., 2016). In addition, work motivation makes employees more aware of



the direction of work(Sudiardhita et al., 2018). Thus, making work goals easier to achieve and satisfaction from work will be obtained(Inuwa, 2016). These results are also supported by several previous studies which document that work motivation has a positive and significant effect on job satisfaction(Adawiyah et al., 2022; Andari & Nafiudin, 2019; Mubaroqah & Yusuf, 2020). However, these results are in contrast to some previous research which states that work motivation has no significant effect on job satisfaction(Bahri & Nisa, 2017; Dhermawan & Bagus, 2012).

Mediating Effects of Work Motivation on the Effect of Leadership Style on Job Satisfaction

Based on the results of the data analysis that has been done, it was found that work motivation is able to mediate the effect of leadership style on job satisfaction partially. These results prove that work motivation is able to deliver leadership style in giving effect to job satisfaction. In addition, these results also prove that work motivation is not a mediator in the influence of leadership style on job satisfaction. This significant mediating effect occurs because a service-oriented leadership style will make employees able to be motivated at work. Servant leadership makes employees comfortable at work, so that the level of job satisfaction increases. This shows that work motivation is able to convey the influence of leadership style on job satisfaction.

Mediating Effects of Work Motivation on the Influence of Organizational Culture on Job Satisfaction

Based on the results of the data analysis that has been done, it was found that work motivation is able to partially mediate the influence of organizational culture on job satisfaction. This shows that the higher the level of work motivation, the organizational culture will have a strong influence in increasing job satisfaction. In addition, the results of this study also prove that work motivation is a mediator in the relationship between organizational culture and job satisfaction. This mediating effect occurs because the conducive and sporty organizational culture makes employees more motivated at work(Aldrin & Yunanto, 2019). Increased work motivation will encourage morale, so that employees can achieve their work goals(Chi et al., 2008). The achievement of work goals makes employees feel satisfied at work, meaning that job satisfaction increases(Rozanna et al., 2019). This shows that work motivation is able to convey the influence of organizational culture on job satisfaction.

Mediating Effects of Work Motivation on the Effect of Career Development on Job Satisfaction

Based on the results of the Sobel test that has been done, it can be concluded that work motivation is not able to mediate the effect of career development on job satisfaction. This shows that work motivation is not able to influence the relationship between career development and job satisfaction. In addition, the results of the data analysis that has been carried out prove that work motivation is not a mediator in the relationship between career development and job satisfaction. This insignificant mediating effect occurs because the existence of a bureaucratic mechanism in public organizations makes employees less motivated by career development(HN Ismail & Rishani, 2018). Thus, career development does not increase motivation and does not have an impact on employee job satisfaction(Katharina & Dewi, 2020). Therefore, work motivation does not mediate the effect of career development on employee job satisfaction.

4. CONCLUSIONS AND SUGGESTIONS

The results of this study found that leadership style and organizational culture directly had a significant effect on job satisfaction, while career development had no significant effect on work motivation. Then work motivation has a significant effect on job satisfaction, while leadership style, organizational culture and career development have no significant effect on job satisfaction. The results of testing the mediation effect prove that work motivation is able to mediate the effect of leadership style and organizational culture on job satisfaction partially (partial mediation), but is unable to mediate the effect of career development on job satisfaction.

Meanwhile, some suggestions that can be given by the authors based on the results of the research are as follows:

1. It is suggested to stakeholders and officials in charge of staffing issues to further evaluate employee behavior so that it can be emulated by other employees.
2. It is suggested to stakeholders and officials in charge of staffing issues to be able to create a conducive culture
3. It is suggested to stakeholders and officials in charge of staffing issues to better match the skills of employees with the main tasks and functions in appropriate positions.
4. It is suggested to stakeholders and officials in charge of equipment or household issues to better adapt to the surrounding conditions that are capable of supporting and motivating employees.
5. It is suggested to stakeholders and officials in charge of staffing issues to pay more attention to the conditions and abilities of employees at work and provide opportunities for employees to further develop.
6. It is suggested to future researchers to analyze other factors that influence job satisfaction, with different research subjects and locations for developments in the field of human resource management.

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