



The Influences of Leadership, Organizational, Commitment, and Work Motivation as Intervening Variables on Job Satisfaction of ASN Employees

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Abstract: This study aims to analyze the factors that influence job satisfaction of ASN employees of the DKI Jakarta Province Education Office. The benefit of this research is to solve the problem of job satisfaction of ASN employees of the Jakarta Province Education Office. The population of this study were ASN employees at Jakarta Province Education Office with a sample size of 130 employees with an observation period of 2024. The dependent variable in this study is job satisfaction, while the independent variables used are leadership and organizational commitment, with the intervening variable used is work motivation. This research is a quantitative research with data analysis method using Structural Equation Model-Partial Least Square (SEM-PLS). The results showed that leadership and organizational commitment have a positive and significant effect on work motivation, leadership and organizational commitment have a positive and significant effect on job satisfaction, transformational leadership and organizational commitment have a positive and significant effect on job satisfaction through work motivation.

Keywords: Leadership, Organizational Commitment, Work Motivation, Job Satisfaction, Intervening Variable, SEM-PLS

INTRODUCTION

In today's era of global competition, the role of human resources is crucial for any organization. Therefore, human resource management is not only the responsibility of the employees but also of the organization's leaders. To achieve organizational goals, leaders continually develop their supervision and empowerment strategies. A successful, growing organization will pay attention to its human resources, optimizing their functions, especially in rapidly changing environments.

Employee job satisfaction plays a crucial role in achieving optimal work efficiency within an organization. Therefore, organizations must always consider factors influencing employee job satisfaction, such as the work environment, colleagues, leadership, work atmosphere, motivation, organizational culture, and other aspects that can affect an individual's ability to perform tasks. When an employee attains job satisfaction, they will strive to complete their tasks to the best of their ability, thereby optimally increasing productivity and performance.

Employees with high job satisfaction perform better than those who are dissatisfied. There is information indicating that employee job satisfaction has not yet been maximized according to Robbins & Judge's job satisfaction indicators.

From the statement above, the identified issues in this research are as follows: 1) The job satisfaction level of ASN employees at the Dinas Pendidikan Provinsi DKI Jakarta is not optimal and does not meet employee expectations; 2) Leadership does not meet employee expectations, especially in terms of leaders mingling with staff, resulting in a lack of emotional connection and suboptimal work performance; 3) Organizational commitment among employees is not optimal, leading to a lack of loyalty and suboptimal job performance; 4) Employee work motivation is below expectations, particularly because employees feel that working in this institution does not develop their skills, causing discomfort with monotonous tasks and suboptimal work performance.

METHOD

The research method used is a quantitative research method. Sampling techniques are generally carried out randomly, data collection and data use research instruments, data analysis is quantitative/statistical in nature with the aim of testing predetermined hypotheses. The variables in this study were divided into three groups, including:

- 1) Independent variables are variables that influence the occurrence of the dependent variable. The variables in this research are leadership (X1) and organizational commitment (X2).
- 2) The intermediate variable in this research is the intervening or mediating variable. The intervening variable in this research is work motivation (Z).
- 3) Population is the area of organizations, people, regions, or other data that will be researched. The population in this study were ASN employees at the DKI Jakarta Provincial Education Service, totaling 130 employees. The sample is part of the number and characteristics of the population. In this research, the technique used is a saturated sample/census. The sample used was 130 ASN employees at the DKI Jakarta Provincial Education Service

RESULT AND DISCUSSION

Evaluation of Measurement Model (Outer Model)

This model defines how each indicator is related to its latent variable, or it could be said that the outer model specifies the relationship between the latent variable and its indicators. Tests carried out on the outer model used the Confirmatory Factor Analysis (CFA) technique. Confirmatory factor analysis construct is used to see the validity of each indicator and to test the reliability of the construct. In this research, the validity criteria are based on the reflexive indicator model which is measured by convergent validity and discriminant validity. An indicator is said to meet convergent validity if the loading factor value is > 0.7 and is shown by the Average Variance Extracted (AVE) value > 0.5 . Construct reliability is measured by Composite Reliability and Cronbach's Alpha. A construct is said to be reliable if it has a Composite Reliability value > 0.7 and Cronbach's Alpha > 0.6 (Ghozali, 2015).

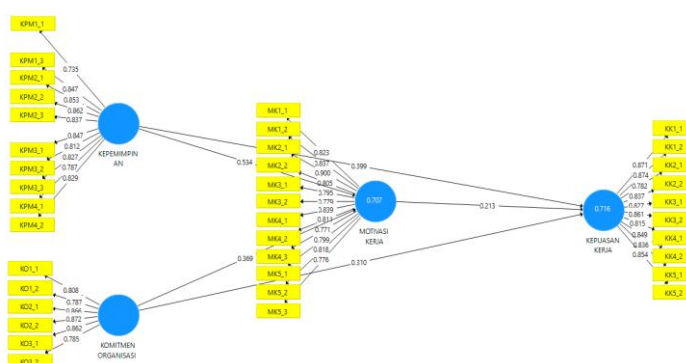


Figure 1. Loading Factor Test Results
Source: Data processed with SmartPLS, 2024

Next, convergent validity testing will be carried out using Average Variance Extracted (AVE). The model has good convergent validity which can be seen from the AVE value. The AVE criteria for a variable to be valid must be above 0.50.

Tabel 1. Average Variance Extracted

VARIABLE	AVE (Average Variance Extracted)
LEADERSHIP	0,642
ORGANIZATIONAL COMMITMENT	0,820
WORK MOTIVATION	0,782
JOB SATISFACTION	0,812

Source: Data processed with SmartPLS, 2024

Based on table 1 above, it can be seen that all AVE values are > 0.5, this shows that all latent variables in the estimated model meet the convergent validity (valid) criteria.

Table 2. Cross Loading Value Result

INDICATOR	LEADERSHIP	ORGANIZATIONAL COMMITMENT	WORK MOTIVATION	JOB SATISFACTION
KPM1_1	0,735	0,695	0,646	0,664
KPM1_3	0,847	0,687	0,728	0,655
KPM2_1	0,853	0,539	0,694	0,680
KPM2_2	0,862	0,558	0,596	0,636
KPM2_3	0,837	0,571	0,616	0,618
KPM3_1	0,847	0,558	0,655	0,666
KPM3_2	0,812	0,558	0,598	0,624
KPM3_3	0,827	0,567	0,669	0,630
KPM4_1	0,787	0,600	0,656	0,681
KPM4_2	0,829	0,615	0,720	0,678
KO1_1	0,506	0,808	0,537	0,564
KO1_2	0,527	0,787	0,574	0,640
KO2_1	0,608	0,866	0,620	0,676
KO2_2	0,590	0,872	0,637	0,604
KO3_1	0,655	0,862	0,649	0,666
KO3_2	0,693	0,785	0,725	0,624
MK1_1	0,621	0,644	0,823	0,627
MK1_2	0,623	0,568	0,837	0,593
MK2_1	0,700	0,682	0,900	0,708
MK2_2	0,652	0,531	0,805	0,583
MK3_1	0,641	0,514	0,795	0,547
MK3_2	0,572	0,493	0,779	0,519
MK4_1	0,607	0,539	0,839	0,595
MK4_2	0,586	0,543	0,811	0,578
MK4_3	0,616	0,616	0,771	0,623
MK5_1	0,722	0,734	0,799	0,699
MK5_2	0,728	0,731	0,818	0,690
MK5_3	0,700	0,688	0,776	0,664
KK1_1	0,689	0,651	0,661	0,871
KK1_2	0,706	0,710	0,661	0,874
KK2_1	0,608	0,604	0,626	0,782
KK2_2	0,677	0,638	0,679	0,837
KK3_1	0,664	0,604	0,677	0,827
KK3_2	0,654	0,641	0,638	0,861
KK4_1	0,590	0,578	0,609	0,815
KK4_2	0,687	0,643	0,599	0,849
KK5_1	0,695	0,661	0,644	0,836
KK5_2	0,696	0,648	0,654	0,854

Source: Data processed with SmartPLS, 2024

Based on table 2 above, the cross loadings value shows good discriminant validity because the correlation value of the indicator with the construct is higher than the correlation value of the indicator with other constructs.

Table 3. Discriminant Validity Test Result

	LEADERSHIP	ORGANIZATIONAL COMMITMENT	WORK MOTIVATION	JOB SATISFACTION
LEADERSHIP	0,824			
ORGANIZATIONAL COMMITMENT	0,794	0,841		
WORK MOTIVATION	0,723	0,760	0,831	
JOB SATISFACTION	0,801	0,767	0,755	0,814

Source: Data processed with SmartPLS, 2024

Valuation of discriminant validity at the variable level uses the Fornell-Lacker Criterion approach. Based on the Fornell Lacker Criterion, AVE root value and construct correlation with other constructs. Based on table 3 above, each AVE root value is higher than the correlation of other variables. Evaluation of discriminant validity based on Fornell and Lacker criteria is acceptable.

Tabel 4. HTMT Results

	LEADERSHIP	JOB SATISFACTION	ORGANIZATIONAL COMMITMENT	WORK MOTIVATION
LEADERSHIP				
JOB SATISFACTION	0,833			
ORGANIZATIONAL COMMITMENT	0,773	0,812		
WORK MOTIVATION	0,835	0,898	0,797	

Source: Data processed with SmartPLS, 2024

According to Henseler in Hair et al (2022), recommends that the measurement value should be smaller than 0.90. Based on the validity test using the HTMT parameters in table 4 above, the results are as required. So it can be said to meet the assessment of discriminant validity.

Tabel 5. Composite Reliability dan Cronbach's Alpha Results

VARIABLE	CRONBRACH'S ALPA	COMPOSITE RELIABILITY	CONDITION	INFORMATION
LEADERSHIP	0,947	0,955	>0,7	Reliable
ORGANIZATIONAL COMMITMENT	0,910	0,930	>0,7	Reliable
WORK MOTIVATION	0,953	0,959	>0,7	Reliable
JOB SATISFACTION	0,954	0,960	>0,7	Reliable

Source: Data processed with SmartPLS, 2024

The results of construct reliability testing as presented in table 4 show the Composite Reliability and Cronbach's Alpha values of all latent variables above 0.70. This shows that the consistency and stability of the instruments used is high.

In other words, all the constructs or variables in this research have become suitable measuring tools, and all the questions used to measure each construct have good reliability.

Inner Model

Tabel 6. R Square Value Results

	R Square	R Square Adjusted
JOB SATISFACTION	0,716	0,709
WORK MOTIVATION	0,707	0,702

Source: Data processed with SmartPLS, 2024

The provisions for the R² value according to Chin (1998) in Ghozali (2015) are divided

into three classifications, namely strong (0.67), moderate (0.33) and weak (0.19). Based on the table above, the following results can be seen :

1. The R² value of the job satisfaction variable (Y) is 0.716. These results explain that 71.6% of job satisfaction is influenced by leadership, organizational commitment and work motivation, while the remaining 28.4% is influenced by other factors not observed in this research.
2. The R² value of work motivation (Z) is 0.707. These results explain that 70.7% of work motivation is influenced by leadership and organizational commitment, while 29.3% is influenced by other factors that were not observed in this research.

Tabel 7. Hypothesis Testing based on Path Coefficient

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STD EV)	T Statistics (O/STD EV)	P Values
X1 -> Z	0,534	0,548	0,079	6,754	0,000
X2 -> Z	0,369	0,356	0,085	4,356	0,000
X1 -> Y	0,399	0,396	0,110	3,624	0,000
X2 -> Y	0,310	0,313	0,106	2,926	0,004
Z -> Y	0,213	0,217	0,100	2,133	0,033
X1 -> Z -> Y	0,114	0,120	0,061	1,870	0,062
X2 -> Z -> Y	0,079	0,075	0,037	2,112	0,035

Source: Data processed with SmartPLS, 2024

Based on table 6 above, not all have a relationship influence. This is because the P values obtained are below 0.05. There is one that is less influential because the P value exceeds 0.05. The P value test results are presented in the table above. Next, the use of T-Statistics (bootstrapping) aims to determine the significance value between constructs. to carry out a bootstrapping procedure with a re-sample value of 5 thousand. The limit for accepting and rejecting a proposed hypothesis is ±1.96, whereas if the t-statistic value is in the range of -1.96 and 1.96 then the hypothesis is rejected or given the name of accepting the null hypothesis (H0). Based on the results of the t-statistical test in table 6, it can be seen that not all relationships have a significant direction because the value is above 1.96. There is a t statistic that is less than 1.96, which means it is not significant.

Discussion

Based on the research analysis results, it is known that hypothesis 1 is accepted and states that there is a positive and significant influence of leadership on work motivation at the DKI Jakarta Provincial Education Office. The leadership applied by the leader at the DKI Jakarta Provincial Education Office is one of the factors that can increase employee work motivation. ASN employees at the DKI Jakarta Provincial Education Office feel motivated by the leadership applied by their superiors, resulting in optimal performance in serving the public. This research result aligns with those of Yanto, Y & Aulia, I.N (2021) and Maha Putra, K.A.P & Adnyana Sudibya, I.G (2019), which state that leadership has a positive and significant effect on work motivation. Good leadership can encourage or motivate individuals within the organization to perform their tasks optimally, leading to good performance that aligns with the organization's

goals.

Based on the research analysis results, it is known that hypothesis 2 is accepted and states that there is a positive and significant influence of organizational commitment on work motivation at the DKI Jakarta Provincial Education Office. ASN employees at the DKI Jakarta Provincial Education Office with high organizational commitment are more motivated to carry out their work. They feel happy to be part of the institution, showing responsibility for their tasks and the results achieved. This is supported by field facts, such as the discipline of ASN employees in attendance, satisfactory work results, and their loyalty in performing their duties as public servants. This research result is in line with those conducted by Tri Atmojo et al. (2022) at the Directorate General of Foreign Trade, one of the echelon I units at the Ministry of Trade of the Republic of Indonesia, and Prasetyaningrum (2020), which state that organizational commitment has a positive and significant effect on work motivation. The better the organizational commitment, the higher the work motivation (Silitonga et al., 2017).

Based on the research analysis results, it is known that hypothesis 3 is accepted and states that there is a positive and significant influence of leadership on job satisfaction at the DKI Jakarta Provincial Education Office. This research result is consistent with those of Karin, M. & Prasetyo, A.P (2021) on employees of PT Binajasa Abadikarya and Eliyana et al. (2019), which state that leadership has a positive and significant effect on job satisfaction. The better the leadership implementation, the higher the job satisfaction (Kahfi et al., 2022).

Based on the research analysis results, it is known that hypothesis 4 is accepted and states that there is a positive and significant influence of organizational commitment on job satisfaction at the DKI Jakarta Provincial Education Office. This research result aligns with those of Setiawan, H.D (2020) on employees in the Bantargebang District, Bekasi City, and Pratistha, R.W., Rivai, A., & Indratjahjo, H. (2018) on employees of PT. Artha Prima Finance, which state that organizational commitment has a positive and significant effect on job satisfaction. This indicates that the higher the organizational commitment of employees, the more comfortable they feel in their work, and they will strive to perform their duties optimally to achieve organizational goals, ultimately increasing job satisfaction (Latuconsina et al., 2019).

Based on the research analysis results, it is known that hypothesis 5 is accepted and states that there is a positive and significant influence of work motivation on job satisfaction at the DKI Jakarta Provincial Education Office. This research result is in line with those of Carvalho et al. (2020) on 505 employees of Cooperativa Café and Aisyaturrido et al. (2021) on 62 employees of PT. Trinitan Plastic Industries, which state that work motivation has a positive and significant effect on job satisfaction. This shows that high work motivation tends to increase job satisfaction. Employees need motivation in their work activities. Additionally, companies should create and maintain conditions where employees always feel motivated to work.

Based on the research analysis results, it is known that hypothesis 6 is rejected and states that leadership has a positive but not significant effect on job satisfaction through work motivation of ASN employees at the DKI Jakarta Provincial Education Office. This result does not align with previous research by Hartati, I., et al. (2023) on civil servants in Lamandau Regency and Suyanto et al. (2020) on employees of Muhammadiyah Lamongan Hospital, which state that leadership has a positive and significant effect on job satisfaction through work motivation. This indicates that the leadership style, accompanied by strong motivation, can significantly enhance employees' satisfaction with the company (Lutfi, A. R., & Widodo, 2018).

Based on the research analysis results, it is known that hypothesis 7 is accepted and states that organizational commitment has a positive and significant effect on job satisfaction through work motivation of ASN employees at the DKI Jakarta Provincial Education Office. This result aligns with previous research by Tri Atmojo et al. (2022) at the Directorate General of Foreign Trade and Prasetyaningrum, D. (2020) on employees at PT. Pertamina RU IV (Persero) Cilacap, which state that organizational commitment has a positive and significant effect on job satisfaction through work motivation. This shows that when employees have a high level of organizational commitment, it positively impacts their work motivation. Employees who feel connected to the organization, understand and support its goals, tend to have higher motivation

to contribute maximally. High work motivation, in turn, positively affects job satisfaction. Employees motivated to achieve goals and find satisfaction in their work tend to feel more satisfied overall.

CONCLUSION

Based on the results of the research and discussion, the conclusions are as follows:

- 1) Leadership has a positive and significant effect on the work motivation of ASN employees at the DKI Jakarta Provincial Education Office. This means that the better the leadership applied by the leaders, the more it can increase the work motivation of ASN employees at the DKI Jakarta Provincial Education Office.
- 2) Organizational commitment has a positive and significant effect on the work motivation of ASN employees at the DKI Jakarta Provincial Education Office. This means that ASN employees at the DKI Jakarta Provincial Education Office who have a high level of organizational commitment tend to be more motivated in carrying out their duties and responsibilities
- 3) Leadership has a positive and significant effect on the job satisfaction of ASN employees at the DKI Jakarta Provincial Education Office. This means that the better the leadership applied by the leaders, the more it can increase the job satisfaction of ASN employees at the DKI Jakarta Provincial Education Office.
- 4) Organizational commitment has a positive and significant effect on the job satisfaction of ASN employees at the DKI Jakarta Provincial Education Office. This means that a high level of organizational commitment can increase the job satisfaction of ASN employees at the DKI Jakarta Provincial Education Office.
- 5) Work motivation has a positive and significant effect on job satisfaction among ASN employees at the DKI Jakarta Provincial Education Office. This means that ASN employees at the DKI Jakarta Provincial Education Office who have high work motivation tend to have increased job satisfaction.
- 6) Leadership has a positive but not significant effect on job satisfaction through work motivation of ASN employees at the DKI Jakarta Provincial Education Office. This means that better leadership at the DKI Jakarta Provincial Education Office can foster work motivation among employees in carrying out their main tasks and functions well, and if these main tasks and functions are achieved, it can increase employee job satisfaction with the work that has been accomplished well.
- 7) Organizational commitment has a positive and significant effect on job satisfaction through work motivation of ASN employees at the DKI Jakarta Provincial Education Office. This means that ASN employees at the DKI Jakarta Provincial Education Office who have high organizational commitment will foster motivation to achieve a goal, and if this goal is achieved, it can increase job satisfaction among those employees.

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