

THE EFFECT OF TRANSACTIONAL LEADERSHIP, ORGANIZATIONAL COMMITMENT AND CAREER DEVELOPMENT ON EMPLOYEE JOB SATISFACTION WITH WORK MOTIVATION AS AN INTERVENING VARIABLE IN THE AGENCY REGIONAL FINANCE AND ASSET MANAGEMENT KARIMUN REGENCY

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Abstract:

The Karimun Regional Government issued a policy to extend the contracts of 75 contract workers out of the 80 contract workers in BPKAD Karimun Regency. Contrary to this policy, thousands of ASNs in Karimun Regency have only paid their salaries, which has an impact on decreasing employee satisfaction, which results in increasing employee absences without explanation. This quantitative research analyzes the relationship between transactional leadership, organizational commitment, career development, job satisfaction, and work motivation as intervening variables. It was concluded that transactional leadership and work motivation significantly affected job satisfaction, and job satisfaction impacted work motivation. Organizational commitment and career development do not significantly affect job satisfaction. Organizational commitment does not substantially affect work motivation, while career development has a significant effect. Transactional leadership and career development significantly affect job satisfaction when intervention is influenced by work motivation. At the same time, organizational commitment does not significantly impact job satisfaction when intervened by work motivation. It is recommended that leaders at the Karimun Regency BPKAD agency increase employee liking for the work given, support from colleagues in achieving targets, opportunities for promotion and work monitoring systems by employee and work conditions through, among other things, providing rewards for employee performance, creating and ensuring implementing regulations that can control employee safety and comfort, optimizing the provision of employee human standards, fair treatment at work, increasing employee awareness and understanding of career opportunities in the agency.

Keywords: Transactional Leadership, Commitment, Career Development, Satisfaction, Motivation

INTRODUCTION

Leadership plays a crucial role in determining the level of employee job satisfaction. Good leadership can create a positive work environment, motivate employees and increase productivity. Inclusive leadership, listening and supporting subordinates tend to impact job satisfaction positively. Therefore, leaders need to continue to develop their leadership skills to create a work environment that motivates and meets the needs of employees so that it can increase overall job satisfaction. Some experts argue that transactional leadership, organizational commitment, and



career development affect job satisfaction. However, work motivation is essential to connect all of these factors.

At the Regional Financial and Asset Management Agency (BPKAD) of Karimun Regency, it was discovered that the leadership policy aimed at motivating employee job satisfaction by increasing additional and contract extension policies for 75 existing contract workers, but on the other hand, there is also a policy of delaying the payment of salaries for thousands of ASN, which has an impact on decreasing employee job satisfaction and increasing employee absences without explanation (Kaharuddin et al., 2024). Some experts say transactional leadership variables, organizational commitment and career development affect job satisfaction. Then, work motivation can intervene in the influence of these variables on job satisfaction. However, some experts have different opinions. This means that there are various similarities and differences in expert opinions regarding these variables. This research will analyze the relationship between transactional leadership, organizational commitment, career development, and job satisfaction, with work motivation as an intervening factor.

Formulation of the problem.

- 1) How does leadership style have a significant direct influence on job satisfaction at the BPKAD Karimun Regency?
- 2) How does leadership style have a significant direct influence on work motivation at the BPKAD Karimun Regency?
- 3) How does work discipline have a significant direct influence on job satisfaction at the BPKAD Karimun Regency?
- 4) How does work discipline have a significant direct influence on work motivation at the BPKAD Karimun Regency?
- 5) How does career development have a significant direct influence on job satisfaction at the BPKAD Karimun Regency?
- 6) How does career development have a significant direct influence on work motivation at the BPKAD Karimun Regency?
- 7) How can work motivation intervene in the influence of leadership style on job satisfaction at the BPKAD of Karimun Regency?
- 8) How can work motivation intervene in the influence of work discipline on job satisfaction at the BPKAD of Karimun Regency?
- 9) How can work motivation intervene in the influence of career development on job satisfaction at BPKAD Karimun Regency?

Job Satisfaction. Jopanda (2021) states that job satisfaction is an employee's feelings about work, work environment, rewards or rewards received and evaluation of work results. According to Arfattola (2020), "A person's attitude in enjoying and loving their work, as well as a person's desire to receive appreciation for the work they do, is called job satisfaction." It is concluded that job satisfaction in this study is a pleasant or unpleasant feeling or emotional state related to employees' work at the BPKAD Karimun Regency, according to Jopanda (2021). Indicators of job satisfaction include turnover, absenteeism, age, job level, and the company's size. According to Robbins in Busro (2018), indicators of job satisfaction are as follows: 1) Work relationships, including harmony, two-way communication, openness, and transparency in interacting with superiors; 2) Willingness to complete tasks, including the ability to complete tasks, satisfaction in completing tasks, and the ability to make decisions.



Referring to these theories in this study, it was concluded that five indicators were used to measure job satisfaction, namely: 1) Matching salary with contribution; 2) The job itself; 3) Co-worker support; 4) Promotion opportunities; 5) Supervision.

Transactional Leadership. According to Rambli et al. (2020), leadership is a person's ability to develop, guide and motivate employees to work together to achieve predetermined goals. Rizki (2022). Leadership style is a person's ability to control future problems by considering various functions. Suwatno (2019) states that institutions need a transactional leadership style to motivate and guide subordinates to accomplish tasks following goals and provide rewards and sanctions based on employee work performance, according to Wibowo (2019). Transactional leadership is a leadership style in which an organization effectively achieves current goals by motivating subordinates to carry out tasks related to work results and providing rewards (Taufik et al., 2024). From the theories above, transactional leadership in this study is the style of the leadership elements in employees at the BPKAD Karimun Regency in fostering, guiding and directing employees to work together to achieve predetermined goals and awarding.

According to Rohman (2017). Indicators of leadership style are "the way leaders provide support, leader tolerance for risk, salary levels, and workload distribution, which affect employee satisfaction or dissatisfaction with their work (Purnama et al., 2023). According to Sujanto in Hidayat (2019) stated that transactional leadership has four characteristics: Contingent reward is the exchange of effort for rewards, promises of rewards for good performance, and understanding of tasks and their completion, looking for deviations from rules and standards, and taking corrective action is managing (management by exception) with exceptions - Passive (Management by exception - passive) is when a leader only intervenes when standards are not met, while at the same time the leader relinquishes responsibility and avoids decision making is a sign of laissez-faire. Referring to the above theories, this research concluded that the indicators used to measure transactional leadership are contingent reward, management by exception-active, management by exception - passive and laissez-faire.

Organizational Commitment. Colquitt et al. (2019) argue that organizational commitment is the desire of employees to continue to be part of a company or institution. Employees who pay attention to their duties will fail to carry out their duties and will be dismissed as a result. Purnama et al. (2019). Organizational commitment refers to an individual's decision to remain in an organization. Luthans from Irawati et al. (2019). (a) defines organizational commitment in three terms. The recruitment and decision-making department is part of an organization. (b). The desire to do one's best needs to be fostered in an organization. (c). Beliefs that are accepted as values or goals that an organization wants to achieve. Wirawan (2017) states that organizational commitment is when employees feel a psychological or physical attraction to being part of the workplace. It is concluded that organizational commitment in the study is that employees feel a psychological and physical attraction to being part of the company where they work and try not to neglect their duties. In his research, the indicators of organizational commitment refer to Colquitt et al. (2019) and Meyer in Wirawan (2017), namely affective commitment, ongoing commitment and normative commitment.

Career Development. According to Jen and Andani (2021). Career development is when a person's career status in an organization increases. Nursaumi & Sunarya (2022). Career development is an increase in the knowledge of individuals and groups of employees. It is concluded that career development in this study is a condition of increasing the status and knowledge of individuals or groups in an organization through a career path that BPKAD Karimun Regency has determined. According to Wirotomo and Pasaribu (in Nursaumi and Sunaliya2022: 1332), there are four aspects

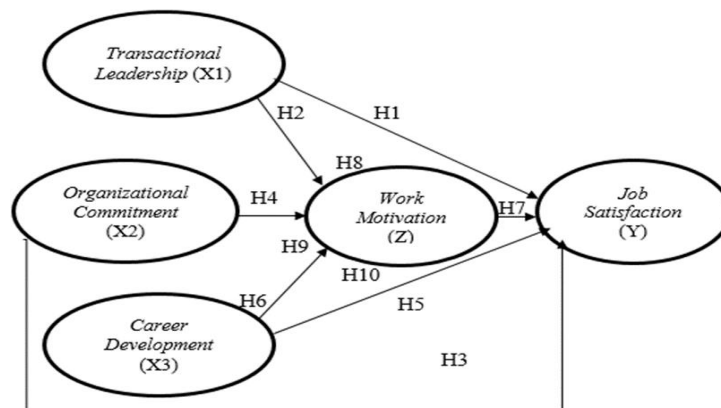


of career development: education, promotion, transfer, and work experience. According to Silitonga and Andri (2017), the dimensions of career development are work performance, exposure, work networks, and growth opportunities. According to Samsuarni et al. (2021), career development indicators are (1) equal treatment of careers and (2) supervision of career development. (3) awareness of career opportunities, (4) differences in employee interest in careers, and (5) employees feel professionally satisfied.

According to Siagian in Mulyadi & Setiawan (2019), career development indicators are: a) Fair behavior in professional life and Fair treatment given by superiors to subordinates does not mean that superiors mistreat subordinates. b) Consideration of a superior towards his subordinates. As a manager, you must be able to ensure the survival of your employees in the future. Therefore, the manager's role as a supervisor is essential for employee career development. c). Employees must have information about various promotion opportunities that can advance their careers. Employees must also be able to approach their superiors to be quickly promoted. It is concluded that the career development indicators in this study are: 1) Equal treatment in career, 2) Supervision in career development, 3) Recognition of career opportunities, 4) Differences in interest in career, and 5) Providing job satisfaction to employees.

Work Motivation. Putri et al. (2022). Work motivation supports human behavior and encourages us to act a certain way. Highly motivated employees will carry out their work optimally and vice versa. If they are not motivated in their work, they cannot do new things to achieve company goals, according to Ansari et al. (2022). Motivation is also known as a driver of desire, support that can excite and motivate someone to act and do certain things that lead to optimal directions, reduce and satisfy self-drive. Arisanti et al. (2019). Work motivation encourages and motivates someone internally to achieve reasonable work results and goals. It is concluded that work motivation is a primary drive or enthusiasm that makes an employee do something following his inner motivation to achieve work results. The work motivation indicators in this study refer to Abraham Maslow's theory, quoted by Arisanti et al. (2019). Namely, Physiological needs, safety, social appreciation and self-actualization.

Conceptual Framework.



Source: Processed by the Author, 2024

Figure 1. Conceptual Framework

METHODS

Research Approach, Location and Time. A research design is a structure created to obtain different answers to a series of questions in a study. It determines a series of decision-making options



(Sagiyono, 2019). Using a quantitative approach, this research will distribute questionnaires to BPKAD Karimun Regency employees, with the implementation time from March 2024 to June 2024.

Research Variables and Operational Definitions of Variables. The variables operated are the independent variables of the influence of Transactional Leadership (X1), Organizational Commitment (X2) and Career Development (X3), the intervening variable of Work Motivation (Z) and the dependent variable of Job Satisfaction (Y).

Population and Sample. The population of this study was all employees at the BPKAD Karimun Regency, apart from the Head of the Agency, namely 129 employees who were used as the population. Then, from the population, chosen employees with criteria as ASN and P3K with the highest functional staff position and have worked continuously for more than 1 year, so 113 employees are used as samples in this study (purposive sampling method)

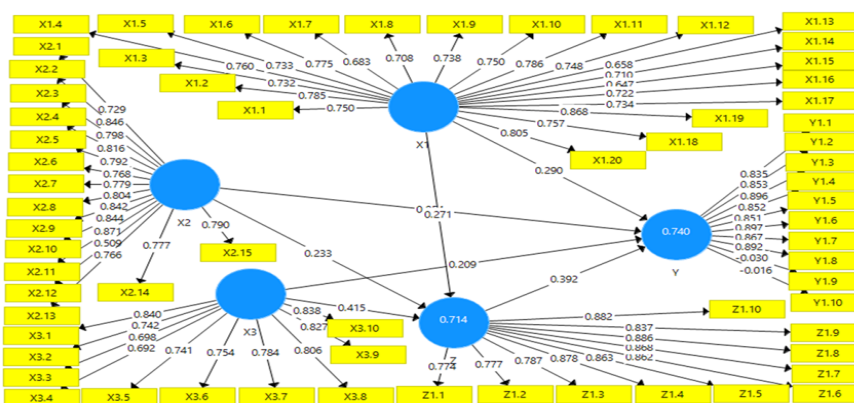
Types, Sources and Data Analysis Techniques. Primary data were obtained through observation, interviews, and questionnaires, including respondents' responses regarding leadership style, work discipline, career development, work motivation, and job satisfaction. Secondary data were obtained through a literature review and related to the job satisfaction of BPKAD Karimun Regency employees. The data analysis techniques used to test the hypothesis were descriptive analysis and Partial Least Square (PLS) analysis. It was chosen because it is more straightforward if the results remain accurate (Duryadi, 2021). Starting with Descriptive Analysis, then Validity and Reliability Test, PLS (Partial Least Squares) Inferential Analysis. Then, resampling (Bootstrap) analyzes the relationship by referring to the output Path Coefficient and Specific direct Effects.

RESULT AND DISCUSSION

Respondent Demographics. Based on age group, 47.8% were aged 31 to 40, 31% were aged 41 to 50, 15.9% were aged 18 to 30, and 5.3% were aged 51 years and above. Based on position, there are respondents with honorary positions as many as 43.4%, ASN/P3K staff positions as many as 41.6%, and Kasi/Functional staff positions as many as 15%. Based on gender, there are respondents man as much as 54.9% and women as much as 45.1%

Descriptive Statistics. The SPSS output above shows the questionnaire results from 113 respondents, totaling 65 items. Statements with a range of value choices of 1 to 5 were then added up. Then, a descriptive analysis was carried out using the Smart PLS application. Average research respondent data was found (Al-Hakim, 2022), which can be continued in the following analysis: SEM-PLS modeling.

Validity and Reliability Test Results.



Source: Smart PLS Output, 2024

Figure 2. Initial Outer Model Test Results



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The image above shows that there are variables with values less than 0.7. According to Duryadi (2021: 109), outer loading values above 0.7 meet the criteria for convergent validity, and outer loadings above 0.5 can be accepted as long as the validity and reliability of the construct are green. Then, the discriminant validity test results and the cross-loading factor values show that the intended configuration loading value is smaller than the other values. The standard configuration value is smaller than 0.7, namely X1.7, X1.8, X1.13, X1.14, X1.15, X1.16, X2.1, X2.15, X2.11, X3.1 X3.2, X3.3, X3.4, Z1.2, Y1.9 and Y1.10, so they are not included in the next analysis. The results of the Discriminant Validity test by looking at the cross-loading value through several advanced stages are as follows:

Table 1. Cross Loading Values from Advanced Analysis Results

	X1	X2	X3	Z	Y
X1.1	0.784	0.415	0.315	0.571	0.457
X1.2	0.807	0.509	0.336	0.624	0.505
X1.3	0.766	0.517	0.355	0.561	0.467
X1.4	0.755	0.602	0.446	0.566	0.546
X1.5	0.722	0.572	0.427	0.489	0.584
X1.6	0.794	0.592	0.510	0.616	0.628
X1.9	0.704	0.451	0.350	0.484	0.536
X1.10	0.795	0.459	0.271	0.630	0.540
X1.11	0.820	0.442	0.308	0.588	0.487
X1.12	0.793	0.472	0.285	0.610	0.538
X1.1	0.784	0.415	0.315	0.571	0.457
X1.2	0.807	0.509	0.336	0.624	0.505
	X1	X2	X3	Z	Y
X1.3	0.766	0.517	0.355	0.561	0.467
X1.4	0.755	0.602	0.446	0.566	0.546
X1.5	0.722	0.572	0.427	0.489	0.584
X1.6	0.794	0.592	0.510	0.616	0.628
X1.9	0.704	0.451	0.350	0.484	0.536
X1.10	0.795	0.459	0.271	0.630	0.540
X1.11	0.820	0.442	0.308	0.588	0.487
X1.12	0.793	0.472	0.285	0.610	0.538
X1.17	0.726	0.640	0.573	0.582	0.617
X1.18	0.748	0.704	0.556	0.583	0.629
X1.19	0.872	0.691	0.541	0.740	0.677
X1.20	0.814	0.721	0.615	0.713	0.706
X2.2	0.710	0.838	0.681	0.633	0.702
X2.3	0.717	0.782	0.595	0.635	0.663
X2.4	0.681	0.795	0.647	0.619	0.661
X2.5	0.541	0.812	0.564	0.571	0.527
X2.6	0.553	0.788	0.577	0.546	0.548
X2.7	0.544	0.807	0.560	0.564	0.552
X2.8	0.506	0.826	0.654	0.532	0.606
X2.9	0.551	0.860	0.686	0.573	0.658
X2.10	0.555	0.862	0.688	0.574	0.657
X2.11	0.584	0.884	0.675	0.617	0.698
X2.13	0.533	0.757	0.659	0.677	0.691
X2.14	0.557	0.767	0.619	0.665	0.567



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X3.5	0.273	0.584	0.821	0.361	0.477
X3.6	0.307	0.579	0.845	0.406	0.539
X3.7	0.330	0.589	0.871	0.418	0.578
X3.8	0.524	0.675	0.885	0.544	0.672
X3.9	0.647	0.778	0.838	0.697	0.741
X3.10	0.580	0.732	0.887	0.694	0.788
Z1.1	0.529	0.630	0.730	0.540	0.758
Z1.3	0.497	0.623	0.688	0.529	0.765
Z1.4	0.671	0.709	0.646	0.717	0.880
Z1.5	0.663	0.675	0.606	0.724	0.874
Z1.6	0.673	0.633	0.548	0.763	0.875
Z1.7	0.610	0.628	0.638	0.722	0.879
Z1.8	0.616	0.619	0.648	0.683	0.894
Z1.9	0.609	0.643	0.684	0.705	0.841
Z1.10	0.713	0.769	0.675	0.828	0.885
Y1.1	0.686	0.660	0.632	0.836	0.797
Y1.2	0.672	0.676	0.620	0.853	0.809
Y1.3	0.650	0.593	0.526	0.895	0.690
Y1.4	0.615	0.544	0.412	0.851	0.637
Y1.5	0.612	0.580	0.424	0.851	0.608
Y1.6	0.665	0.664	0.535	0.897	0.669
Y1.7	0.690	0.681	0.612	0.866	0.691
Y1.8	0.750	0.713	0.614	0.892	0.734

Source: Smart PLS Output

The table above shows that the loading values for all targeted constructs are more significant than other values. The standard value for each construct is > 0.7, so re-analysis is unnecessary, and it has met the criteria (Duryadi, 2021).

Table 2. Construct Reliability and Validity of Advanced Analysis Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.950	0.953	0.956	0.608
X2	0.954	0.955	0.960	0.665
X3	0.931	0.950	0.944	0.736
Z	0.952	0.955	0.959	0.725
Y	0.953	0.955	0.961	0.753

Source: Smart PLS Output

All Cronbach alpha and composite reliability values are shown to be > 0.7, and AVE has a value of > 0.5. The tested variables are valid and reliable, so they can be continued with testing the structural model (Duryadi, 2021).

Results of Inferential Analysis with Structural Model (Inner Model).

Table 3. R Squares

	R Square	R Square Adjusted
Work Motivation (Z)	0.730	0.723
Job Satisfaction (Y)	0.740	0.730

Source: Smart PLS Output, 2023



The table shows that the R Square value of work motivation is 0.730, meaning that the endogenous variable of work motivation (Z) is 73% influenced by transactional leadership style (X1), organizational commitment (X2), career development (X3), while other factors influence 27%. The R-Square value of 0.740 means that the endogenous variable job satisfaction (Y), 74%, is influenced by exogenous variables of transactional leadership style (X1), organizational commitment (X2), and career development (X3), while other factors influence 26%. Then for the goodness of the model can be seen as follows:

Table 4. Model Fit/Model Goodness of Fit (NFI Value)

	Saturated Model	Estimated Model
SRMR	0.098	0.098
d_ ULS	11,730	11,730
d_G	8,635	8,635
Chi-Square	3675.063	3675.063
NFI	0.561	0.561

Source: Smart PLS Output, 2024

From the data, the NFI value is shown as 0.561 or close to 0.67, so it can be concluded that the model's goodness is decisive. So, after going through the above conditions, it can be concluded that the model can be continued to the next test, namely the hypothesis test. The results of the Path Coefficient test with Bootstrapping are displayed as follows:

Table 5. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0.473	0.445	0.181	2.613	0.009
X1 -> Z	0.479	0.475	0.107	4.454	0.000
X2 -> Y	0.113	0.128	0.085	1,322	0.187
X2 -> Z	0.221	0.227	0.071	3,096	0.002
X3 -> Y	0.146	0.146	0.074	1,970	0.049
X3 -> Z	0.277	0.273	0.083	3.349	0.001
Z -> Y	0.229	0.239	0.174	1,319	0.188

Source: Smart PLS Output, 2024

From the data, it is shown that all the original values of the sample are positive. The influence value style transactional leadership (X1) on job satisfaction (Y) is worth 0.473. The value of transactional leadership style (X1) on work motivation (Z) is worth 0.479. The value of organizational commitment (X2) towards job satisfaction (Y) is worth 0.113. The value of organizational commitment (X2) towards work motivation (Z) is worth 0.221. The value of career development (X3) towards job satisfaction (Y) is worth 0.146. The value of career development (X3) towards work motivation (Z) is worth 0.277. The value of work motivation (Z) towards job satisfaction (Y) is worth 0.229

Table 6. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Z -> Y	0.110	0.119	0.094	1.173	0.241



X2 -> Z -> Y	0.051	0.052	0.042	1.201	0.230
X3 -> Z -> Y	0.064	0.062	0.051	1.244	0.214

Source: Smart PLS Output, 2024

It is shown that all original sample values are positive. The value of the influence of transactional leadership (X1) on job satisfaction (Y) through or intervening work motivation (Z) is 0.110. The value of the influence of organizational commitment (X2) on job satisfaction (Y) intervening work motivation (Z) is 0.051. The value of the influence of career development (X3) on job satisfaction (Y) intervening work motivation (Z) is 0.064

According to Duryadi (2021). If the correlation coefficient value of variable X to Y with a T-statistic value T-statistic >1.96) and a P-value value of less than <0.05), then it can be concluded that it is significant. By referring to these provisions, the discussion of the hypothesis in this study is explained as follows:

Transactional Leadership Towards Job Satisfaction. The correlation coefficient value of transactional leadership directly affects job satisfaction with a T-statistic value of 3.111 and a P-value of 0.002. With a T-statistic value of 3.111, meaning more than (> 1.96), and a P-value value of 0.002, meaning less than (<0.05), then it is significant. This means that transactional leadership significantly directly affects job satisfaction at the BPKAD of Karimun Regency.

Transactional Leadership Towards Work Motivation. The correlation coefficient value of transactional leadership directly affects work motivation, with a T-statistic value of 3.536 and a P-value of 0.000. With a T-statistic value of 3.536, meaning more than (>1.96), and a P-value value of 0.000, meaning less than (<0.05), then it is significant. Transactional leadership directly affects work motivation at the BPKAD of Karimun Regency. This study's findings align with the findings of several previous researchers, including Tandelilin & Widyadana (2023:86). Transactional leadership style significantly affects work motivation.

Organizational Commitment to Job Satisfaction. The correlation coefficient value of organizational commitment directly to job satisfaction with a T-statistic value of 1.221 and a P-value of 0.223. With a T-statistic value of 1.221, meaning less than (<1.96), and a P-value value of 0.223, meaning more than (>0.05), then it is not significant. This means that organizational commitment has a minor effect on job satisfaction at the BPKAD of Karimun Regency.

Organizational Commitment to Work Motivation. The correlation coefficient value of organizational commitment directly to work motivation has a T-statistic value of 1.354 and a P-value of 0.176. With a T-statistic value of 1.354, meaning less than (<1.96), and a P-value value of 0.176, meaning more than (>0.05), then it is not significant. This means organizational commitment is not motivated at the BPKAD of Karimun Regency.

Career Development Towards Job Satisfaction. The correlation coefficient value of career development is directly related to job satisfaction with a T-statistic value of 0.297 and a P-value of 0.0767. With a T-statistic value of 0.297, meaning less than (<1.96), and a P-value value of 0.049, meaning more than (>0.05), then it is not significant. This means that career development has a minor effect on job satisfaction at the BPKAD of Karimun Regency.

Career Development on Work Motivation. The correlation coefficient value of career development directly on work motivation with a T-statistic value of 3.926 and a P-value of 0.000. With a T-statistic value of 3.926, meaning more than (>1.96), and a P-value value of 0.000, meaning less than (<0.05), then it is significant. This means that career development significantly affects work motivation at BPKAD Karimun Regency.

Work Motivation on Job Satisfaction. The correlation coefficient value of career development directly to work motivation with a T-statistic value of 3.996 and a P-value of 0.000. With a T-statistic



value of 3.996, meaning more than (<1.96), and a P-value value of 0.000, meaning less than (>0.05), then it is significant. This means work motivation significantly affects work satisfaction at the BPKAD of Karimun Regency.

Transactional Leadership Towards Job Satisfaction in Intervening Work Motivation. The correlation coefficient value of transactional leadership on job satisfaction in intervening work motivation with a T-statistic value of 2,694 and a P-Value of 0.007 With a T-statistic value of 2,694 meaning more than (> 1.96) and a P-Value value of 0.007 meaning less than (<0.05), then it is significant. This means that transactional leadership significantly affects job satisfaction and the work motivation of BPKAD Karimun Regency employees, according to Duryadi (2021). If directly and indirectly have a significant effect, it is a partial intervening variable.

Referring to the questionnaire data from the statements that meet the requirements for criteria measurement of the influence of transactional leadership on job satisfaction with intervention by employee work motivation. It can be said that the leadership's actions on explaining tasks, goals, awards for good performance, regulations to control security and comfort, corrective actions on subordinates who commit deviations and activity in accompanying subordinates, able to intervening fulfillment of clothing, food, shelter, human standards, physical security needs, psychological security at work, the need for fair treatment at work, the need as a social being and to interact with others and the needs related to the process of developing potential. In influencing employee preferences for the work given, support from co-workers in achieving targets, job promotion opportunities and supervision systems following employee and work conditions

Organizational Commitment Towards Job Satisfaction in Intervening Work Motivation. The correlation coefficient value of organizational commitment to job satisfaction in intervening work motivation with a T-statistic value of 1.336 and a P-Value value of 0.182 With a T-statistic value of 1.336 meaning less than (<1.96) and a P-Value value of 0.182 meaning more than (>0.05), it is not significant. This means that organizational commitment has little effect on job satisfaction in intervening with the work motivation of BPKAD Karimun Regency employees.

Referring to the questionnaire data from statements that meet the criteria for measuring the influence of organizational commitment on job satisfaction with the intervention of employee work motivation. Organizational commitment is from the desire to continue working, pride in being part of the organization, and the feeling that one has not contributed much. The organization deserves loyalty and is, better than other organizations, a pleasant and happy experience. Not able to be intervened by the fulfillment of clothing, food, shelter, humanitarian standards, physical security needs, psychological security in work, the need for fair treatment in work, the need as a social being and to interact with others and needs to be related to the process of developing potential. In influencing employee preferences for the work given, support from coworkers in achieving targets, job promotion opportunities and work supervision systems according to employee and job conditions

Career Development Towards Job Satisfaction in Intervening Work Motivation. The correlation coefficient value of organizational commitment to job satisfaction in intervening work motivation has a T-statistic value of 2.547 and a P-value of 0.00. With a T-statistic value of 2.547, meaning more than (> 1.96), and a P-value value of 0.00, meaning less than (<0.05), then it is significant. This means that career development significantly affects job satisfaction and the work motivation of BPKAD Karimun Regency employees. According to Duryadi (2021). If it has a significant direct and indirect influence, it means that it is a perfect intervening variable (complete intervening)

Then, the questionnaire data from the statements that meet the criteria for measuring the influence of career development on job satisfaction with the intervention of employee work motivation will be referred to. It can be said that the factor of equal treatment in the agency, carried out with a proper supervision system, employee awareness of career opportunities, understanding of career opportunities, differences in employee interests in pursuing a career, and the career development system in the agency is satisfactory for employees. Able to be intervened by the fulfillment of clothing, food, shelter, humanitarian standards, physical safety needs, psychological safety in work, the need for fair treatment in work, the need as a social being and to interact with others and the need related to the potential development process. In influencing employee preferences for the work given, support from coworkers in achieving targets, job promotion opportunities and work supervision systems following employee conditions and work

CONCLUSION

1. Transactional leadership has a significant direct influence on employee job satisfaction.
2. Transactional leadership has a significant direct influence on employee work motivation.
3. Organizational commitment does not have a significant direct effect on employee job satisfaction.
4. Organizational commitment does not have a significant direct effect on employee work motivation.
5. Career development does not have a significant direct effect on employee job satisfaction.
6. Career development has a significant direct influence on employee work motivation.
7. Job satisfaction has a significant direct effect on employee job satisfaction.
8. Transactional leadership significantly influences job satisfaction, intervened by employee work motivation, as a partial intervening variable.
9. Organizational commitment does not significantly affect job satisfaction when intervened by employee work motivation.
10. Career development significantly influences job satisfaction, and it is intervened by employee work motivation as a perfect intervening variable.

Suggestion. Based on the results of this research conclusion in increasing job satisfaction, it is recommended to the Head of BPKAD Karimun Regency, namely:

- 1) Ensure that the Head of Division at BPKAD Karimun Regency always explains the efforts required to achieve the institution's tasks and goals, awards for employee performance, creates and guarantees the implementation of regulations governing employee safety and comfort, and takes corrective action against subordinates who make mistakes or deviations. The Head of the Division should also always assist subordinates in achieving agency targets.
- 2) Creating a program activity policy that impacts the level of desire to continue working for the organization, feeling proud to be part of the organization, feeling that they do not contribute too much to the organization, the organization deserves loyalty from its employees, the organization is better than other organizations, and employees' work experience can benefit from the organization. Fun and happy.
- 3) Ensure that the Head of Division at the BPKAD Karimun Regency ensures equal treatment in the agency, implements the appropriate supervision system, and increases employee awareness and understanding of career opportunities.
- 4) Ensuring that there are improvements in policies related to the fulfillment of clothing, food, shelter, humanitarian standards, physical safety needs, psychological safety at work, the need for fair treatment at work, the need to be a social being and to interact with others, as well as



needs related to the process of developing potential that can have an impact on increasing employee satisfaction.

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