

# THE INFLUENCE OF LEADERSHIP, CAREER DEVELOPMENT WORK DISCIPLINE, WORK ENVIRONMENT WITH JOB SATISFACTION AS INTERVENING VARIABLE ON THE WORK MOTIVATION OF WORKING MOTIVATIONS OF KARIMUN REGIONAL GOVERNMENT BUDGET TEAM EMPLOYEES

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## Abstract

The purpose of this study was to determine and analyze the effect of leadership, career developer, work discipline, work environment in job satisfaction with intervening work motivation variables at financial management service. the method used is a questionnaire and distributed to 138 respondents' analysis of statistical data using SEMPLS (structural equation modeling partial least square) and using path analysis to examine the pattern of the relationship between the influence of the dependent variable on the independent, both direct and indirect effects with SMART PLS 3.0 software. the results in the study indicate that leadership has a positive and significant effect on organizational commitment with a p-value of  $0.000 < 0.05$ , communication has a positive significant effect on organizational commitment with a p-value of  $0.000 < 0.05$ ,

**Keywords:** *leadership, communication, motivation, turnover intention, and commitment organization*

## 1. INTRODUCTION

In the implementation of local government, there are many considerations that must be used as the main guide so that the concept of implementing autonomy can run well, these considerations are the application of good local governance which is one of the principles that need attention. The principle of good governance in the process of administering local government is a demand for local governments in the context of realizing a democratic, clean, transparent, accountable, effective and efficient government. Good governance is a tangible manifestation in the implementation of a clean state government or good and correct governance. Good governance also implies upholding values in the life of the nation and state that are related to leadership.

Employees who violate these rules will be subject to sanctions, namely cutting performance allowances. Besides that, the problem that arises is, the low motivation of employees to work. This can be seen from the lack of attention from the leadership to employees, so that employees are less motivated at work. a less than optimal work environment, because damaged office equipment was found so that it did not support employees in working due to a reduced budget, this was because some local government authority was delegated to the provinces and the center, so that input and regional budgets were reduced, and there was a reduction in the determination of budget for each department. the slow development of employee careers due to having a bachelor's degree,

## 2. FORMULATION OF THE PROBLEM

1. How does leadership have a significant positive effect on job satisfaction.
2. How does Career Development have a significant positive effect on Job Satisfaction.
3. How does Work Discipline have a significant positive effect on Job Satisfaction.
4. How does the work environment have a significant positive effect on job satisfaction.
5. How does Job Satisfaction have a significant positive effect on Work Motivation.
6. How leadership has a significant positive effect on work motivation.
7. How does Career Development have a significant positive effect on Work Motivation.

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8. How does Work Discipline have a significant positive effect on Work Motivation.
9. How does the work environment have a significant positive effect on work motivation.
10. How does leadership have a significant positive effect on work motivation through job satisfaction.
11. How Career Development has a significant positive effect on Work Motivation through Job Satisfaction.
12. How does work discipline have a significant positive effect on work motivation through job satisfaction.
13. How does the Work Environment have a significant positive effect on Work Motivation through Job Satisfaction.

### **3. METHODOLOGY**

In this study, using respondent data, such as gender, age, education, length of work, job transfer between agencies, and work experience before becoming an employee in order to provide information about the characteristics of respondents. 185 questionnaires were distributed. The discussion in this chapter is the result of a field study to obtain data on answers to a questionnaire that measures six main research variables, namely competence, education and training, job rotation, job placement, work quality, and work commitment. data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, validity and reliability as well as development of hypothesis test results. This study uses path analysis to examine the relationship pattern of the influence of a variable or a set of variables on other variables, both direct and indirect. Calculation of the path coefficient in this study was assisted by Smart PLS Ver 3.0. To determine the direct and indirect effect between variables, it is seen from the results of the calculation of the path coefficient to determine the significance.

The population in this study were employees of 6 OPd in Karimun Regency, totaling 185 people. This study uses the census method, namely by giving a questionnaire to the entire population. All members of the population sampled is called saturated sampling or another term is census.

### **4. RESULTS AND DISCUSSION**

In this study, using the Convergent Validity test and discriminant validity test. Convergent validity relates to the principle that measurements of a construct should be highly correlated while discriminant validity relates to the principle that measurements of different constructs should not be highly correlated. (Jogiyanto & Abdillah, 2016). The first step taken by the researcher was to transfer the data to excel format with the comma delimited CSV storage format, partial least squares can only read excel data using that format.

#### **4.1. Convergent Validity**

Convergent validity has a loading factor parameter of 0.5 - 0.7 and an average variance extracted (AVE) of 0.5 in table 2 is a display of the outer loading measurement which is explained below:

- 1) In the Leadership variable (X1), there are 11 out of 16 indicators that explain leadership as a latent variable.
- 2) In the career development variable (X2), there are 14 indicators out of 16, which explain career development as a latent variable.
- 3) In the variable Work Discipline (X3), there are 15 indicators out of 16, which explain work Discipline as a latent variable.
- 4) In the work environment variable (X4), there are 16 indicators, which explain the latent variable work environment.

- 5) In the Job Satisfaction variable (Z), there are 13 indicators out of 16 indicators, which explain Job Satisfaction as a latent variable.
- 6) In the work motivation variable, there are 14 indicators out of 16 indicators, which explain motivation as a latent variable.

**Table 2. Outer Loading**

Variable	Indicator	Outer Loading
Leadership (X1)	K1	0.806
	K2	0.749
	K3	0.763
	K4	0.606
	K5	0.618
	K6	0.751
	K7	0.671
	K10	0.627
	K16	0.588
Career Development (X2)	PK 1	0.703
	PK 2	0.732
	PK 3	0.777
	PK 4	0.777
	PK 5	0.777
	PK 6	0.800
	PK 7	0.780
	PK 8	0.743
	PK 9	0.779
	PK 10	0.584
	PK 11	0.633
	PK 12	0.596
	PK 14	0.650

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	PK 15	0.577
Work Discipline (X3)	DK 2	0.513
	DK 3	0.522
	DK 4	0.572
	DK 5	0.562
	DK 6	0.600
	DK 7	0.628
	DK 8	0.682
	DK 9	0.709
	DK 10	0.685
	DK 11	0.718
	DK 12	0.647
	DK 13	0.602
	DK 14	0.639
	DK 15	0.639
	DK 16	0.634
Work Environment (X4)	LK 1	0.523
	LK 2	0.635
	LK 3	0.650
	LK 4	0.561
	LK 5	0.721
	LK 6	0.704
	LK 7	0.693
	LK 8	0.723
	LK 9	0.549

	LK 10	0.601
	LK 11	0.626
	LK 12	0.500
	LK 13	0.539
	LK 14	0.732
	LK 15	0.785
	LK 16	0.773
Job Satisfaction (Z)	KK 1	0.758
	KK 2	0.762
	KK 3	0.785
	KK 4	0.670
	KK 5	0.668
	KK 6	0.794
	KK 7	0.804
	KK 8	0.510
	KK 9	0.518
	KK 13	0.777
	KK 14	0.774
	KK 15	0.759
	KK 16	0.754
Work Motivation (Y)	MK 1	0.762
	MK 2	0.758
	MK 3	0.779
	MK 4	0.777
	MK 5	0.782
	MK 6	0.746
	MK 7	0.753

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	MK 8	0.625
	MK 9	0.627
	MK 10	0.642
	MK 11	0.617
	MK 12	0.504
	MK 13	0.497
	MK 14	0.476

Source: Processed Data, Year 2022

#### 4.2. Discriminant Validity

Test Discriminant validity used to measure indicators. Different constructs should not be highly correlated. In this study, the criteria used are reliability, composite reliability and coloniality criteria. Reliability test serves to measure the reliability and stability of an indicator in measuring variables. In this study, using the criteria of cronbach's alpha and composite reliability, with a criterion value of 0.7 for cronbach's alpha and 0.6 for composite reliability (Jogiyanto & Abdillah, 2016)

Table 3. Cronbach's Alpha. value

	Cronbach's Alpha
Work Discipline (X3)	0.889
Leadership (X1)	0.908
Job Satisfaction (Z)	0.922
Work Environment (X4)	0.910
Work Motivation (Y)	0.902
Career Development (X2)	0.924

Source: Processed Data, Year 2022

Table 4. Composite Reliability Value

	Composite Reliability
Work Discipline (X3)	0.906
Leadership (X1)	0.909
Job Satisfaction (Z)	0.934

Work Environment (X4)	0.920
Work Motivation (Z)	0.917
Career Development (X2)	0.934

Source: Processed Data, Year 2022

From the results of the processed data seen in table 3, all variables have a Cronbach's alpha value  $> 0.7$  and in table 4.4 all variables have a composite variable value  $> 0.6$ . The value of all composite variables is also higher than the value of Cronbach's alpha, thus strengthening the reliability test conducted in the study.

Structural model testing is done by looking at the R-square value to predict the strength of the structural model from its latent variables. The following table 5 which is from R-square:

Table 5. R-square

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.810	0.806
Work Motivation (Y)	0.837	0.832

From table 5 the R-square value of Job Satisfaction Variable is 0.810 (81.0%), this value can be explained by service factors including XI (Leadership), X2 (Career Development), X3 (Work Discipline) X4 (Work Environment), while the remaining 19% is explained by other variables outside the model. The R-square value of Variable Y (Work Motivation) is 0.837%, this value can be explained by factors in the job satisfaction variable (Z) of 83.7% while the remaining 16.3% is explained by other variables outside the model.

Testing the hypothesis of direct influence and indirect influence, based on the results of the Partial Least Square (PLS) analysis by conducting the Bootstrapping test. Using  $P\text{-value} < 0.05$  and  $T\text{-statistic} > 1.96$ .

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1. CONCLUSION

1. Hypothesis 1 is accepted, that leadership has an effect on job satisfaction, it is proven that the t-statistic value is 1.440 and the p-value is 0.001.
2. Hypothesis 2 is accepted, that career development has an effect on job satisfaction, it is proven that the t-statistic value is 16,441 and the p-value is 0.000.
3. Hypothesis 3 is accepted, that work discipline has an effect on job satisfaction, it is proven that the t-statistic value is 2,008 and the p-value is 0.045.
4. Hypothesis 4 is accepted, that the work environment has an effect on job satisfaction, it is proven that the t-statistic value is 6,453 and the p-value is 0,000.
5. Hypothesis 5 is accepted, that job satisfaction has an effect on job satisfaction, it is proven that the t-statistic value is 2.722 and the p-value is 0.004.

### 5.2. SUGGESTIONS

1. Agencies need to increase and maintain employee motivation, especially in improving a more personal and organizational approach to employees, this needs to be done so that employee performance towards the organization increases.
2. Improving good leadership, to avoid differences in treatment at work and to be fair, organizations need to pay attention to feedback such as compensation and rewards that are proportional to the work charged. Leaders and employees need to work together to build ethics and ethical behavior within the organization so that a good work environment can occur.

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3. In order to avoid a bad work environment in the workplace, the organization should direct its employees during their activities within the organization to always pay attention to the cleanliness and tidiness of the workplace environment. The work environment needs to be considered, considering that employees alternate tasks in several different work units to avoid work burnout.
4. With regard to career development, employees are expected to seek information, add knowledge and insight so that the field of work that is pursued further develops and is not monotonous.
5. Work discipline must be improved again, so that employees become good examples for the general public, considering that agencies are public services.

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**THE INFLUENCE OF LEADERSHIP, CAREER DEVELOPMENT WORK DISCIPLINE, WORK ENVIRONMENT WITH JOB SATISFACTION AS INTERVENING VARIABLE ON THE WORK MOTIVATION OF WORKING MOTIVATIONS OF KARIMUN REGIONAL GOVERNMENT BUDGET TEAM EMPLOYEES**

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