

Improving Employee Work Motivation: Investigating The Mediating Role of Job Satisfaction

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Abstract

The role of job satisfaction in mediating leadership, organizational support and compensation on employee work motivation. The data used in this research is primary data sourced from filling out questionnaires. The research population was 609 employees of the Regional Public Drinking Water Company in Gorontalo Province. Sampling used the Slovin method to obtain a sample of 145 respondents. The analytical technique used to answer research problems and test hypotheses is path analysis (Path Analisis) with the help of Statistical Product Service Solution (SPSS) and Lisrel software to analyze the data. The findings of this research are (1) leadership, organizational support, compensation and gender directly have a positive and significant effect on job satisfaction, (2) job satisfaction have a direct positive and significant effect on work motivation, (3) leadership, organizational support, compensation, gender and job satisfaction have a positive and significant direct effect on work motivation, (4) motivation can be increased significantly through the role of job satisfaction on the variables of leadership, organizational support, compensation and gender. Satisfaction is a variable that can change the psychological condition and behavior of individuals regarding the problem of lack of motivation in employees. Job satisfaction can be a lever to increase the drive or enthusiasm of employees to achieve company goals.

Keywords: Leadership; Organizational Support; Compensation; Gender; Job satisfaction; Work motivation.

INTRODUCTION

Providing human resources with adequate facilities is crucial for attaining organizational success, as they make the most significant contribution to all organizational activities. The execution and management of the organization's objectives will depend on the caliber of its human resources. In order to thrive in dynamic environments, organizations must continuously evolve and improve themselves in order to attain greater effectiveness. Muara Tirta Gorontalo Regional Drinking Water Company is a public service organization whose human resource management process is characterized by professionalism, accountability, and procedure in order to deliver superior community service. However, there is no doubt that employees' motivation to deliver optimal results for the organization significantly depends on their work completion. According to the observations, gender, leadership, organizational support, and compensation are identified factors that contribute to employees' lack of work motivation. Work motivation is a critical factor that significantly influences an employee's ability to effectively execute their responsibilities. An individual's thoughts and actions are propelled by a psychological drive, which is work motivation. The work environment impacts work motivation through motivating behaviors as well as the pace, intensity, and duration of work, although it can originate either intrinsically or extrinsically from the individual (Amin & Raudhoh, 2021)

Various factors influence work motivation. However, according to research (Abdurrahim et al., 2020; Afifah & Musadieg, 2017; Heryanto et al., 2017), an individual's work motivation increases in direct proportion to their level of job satisfaction. Also intricately linked to work motivation is leadership. Rego et al. (2017) define leadership as an individual's disposition, quality, or manner of influencing and motivating an individual or group to execute tasks in alignment with predetermined organizational objectives. Research conducted by (Rachman, 2022; Syaifora, 2019) shows that leadership influences not only an employee's work motivation but also several other variables. Leaders

who safeguard their subordinates are using moral support as a resource to inspire and motivate them to accomplish the objectives of the organization.

An enhancement in employee work motivation can be achieved by prioritizing welfare concerns and ensuring that compensation is commensurate with the workload. Compensation is the right of an employee to receive remuneration in exchange for labor or effort invested. According to research Koljaan & Rahadi (2021), compensation positively influences the work motivation of employees. Furthermore, the provision of organizational support in meeting employees' needs also enhances work motivation, in addition to remuneration. Purwaningtyas & Septyarini (2021) argue that employees' perception of organizational support can be assessed by considering two factors: the organization's recognition of their contributions and its dedication to enhancing their welfare. The impact of perceived organizational support on employee work motivation is substantial and can significantly enhance performance.

Gender is a growing issue in the world of work and is currently of concern. The workload and different roles between male and female employees at work often result in gaps that cause discomfort. An excessive workload can cause pressure and reduce job satisfaction and work motivation. (Helmida et al., 2021; Husain et al., 2023) found that gender factors have a significant role on work motivation and job satisfaction. The strong work motivation of employees will have a positive impact on the organization. Employees who have high work motivation will show enthusiasm for carrying out their duties and feel satisfied with what they produce. On the other hand, employees with low work motivation can have a negative effect on the organization, so employees will feel dissatisfied with their work.

Motivation

Work motivation (Ashary, 2022) is a state or energy that motivates employees towards achieving organizational goals. This is in line with Siagian in Sembel et al. (2018) Kurniasari & Maulana (2019) and (W. Astuti & Amalia, 2021). Motivation makes someone try to improve the work results they want to achieve. The driving factors for someone to carry out an activity are generally the person's needs and desires (Amrullah & Hermani DS, 2018) and (Rachman, 2022). Motivation is a factor that encourages a person to carry out a certain activity (Mendrofa et al., 2021). Work motivation is a psychological force that will determine the direction of a person's behavior, a person's level of effort, and the level of resilience when that person is faced with various obstacles. According to Syaifora (2019), the indicators for measuring work motivation are:

1. The drive to achieve goals for someone who has a strong drive to achieve maximum performance.
2. Work enthusiasm for encouraging someone to work harder, better, and consistently toward achieving the set goals.
3. Initiative for an employee's ability to start or continue work with full energy.
4. Creativity for a person's ability to find new relationships and create new combinations.
5. Feelings of wanting to fulfill obligations towards work.
6. Having a sense of responsibility towards work.

Job Satisfaction

Job satisfaction (Arianti et al., 2020; Aryati & Armanu, 2023; Azhar et al., 2020; Hidayat, 2021; Wulani & Junaedi, 2020) is a general attitude towards a person's work that shows the difference between the amount of appreciation employees receive and the amount they believe they should receive. A similar point was stated (Aura & Desiana, 2023; Bastian et al., 2019). Job satisfaction refers to an effectiveness or emotional response to various aspects of work. Job satisfaction stands for an affective or emotional response to various aspects of a person's work so it is not a single concept. In the Job Description Index (JDI), there are five important dimensions that influence the level of job satisfaction. According to Herawati & Ranteallo (2020), the Job Description Index (JDI) includes 5 important dimensions that influence the level of job satisfaction:

1. Received salary, including the amount of salary or salaries received and the appropriateness of the compensation.
2. Work, including all levels up to which work tasks are considered interesting and provide opportunities for learning and accepting responsibility.
3. Promotion opportunities, including the availability of opportunities to achieve advancement in position.

4. Supervisor, referring to the supervisor or superior's ability to demonstrate attentiveness towards employees.
5. Colleagues, including the level to which coemployees are friendly, competent, and helpful to each other.

Leadership

Dewi (2017); Muaroma & Indriati (2022); Mubarak & Zein (2019) assert that leadership is a behavioral norm employed by an individual in an effort to exert control over the behavior of others. According to Herawati & Ranteallo (2020) and Rahmi & Desiana (2023) leadership encompasses a range of responsibilities, but is not limited to setting organizational objectives, inspiring members to work towards those objectives, fostering group cohesion and culture enhancement, shaping the perception of events, preserving collaborative relationships and group efforts, and securing the support and cooperation of others. Leadership also involves interacting with individuals from outside the organization or group. According to Astuti & Iverizkinawati (2018), the most essential development of leadership abilities is (1) objectivity, (2) dexterity, (3) assertiveness, (4) awareness, and (5) teaching.

As stated by (Emur et al., 2023; Syaifora, 2019), leadership is an endeavor to exert roles over a large number of individuals through communication in order to accomplish objectives; it is a method of doing so through the issuance of directives or orders; it entails undertaking actions that elicit responses or actions from others; and it functions as a dynamic force that motivates and coordinates the organization with the purpose of attaining organizational objectives. Herawati & Ranteallo (2020) propose indicators for perceiving and evaluating an individual's leadership:

1. Ability to make decisions.
2. Ability to motivate.
3. Communication skills.
4. Ability to control subordinates.
5. Responsibility.
6. Ability to control emotions.

Organizational Support

Organizations must prioritize developing a climate that supports service orientation to ensure employee behavior. Organizations have an obligation to develop a climate that supports service orientation (Nuswantoro, 2021). (Pratami & Muryatini, 2022) reveal that organizational support is considered a global belief formed by each employee regarding the assessment of organizational policies and procedures. Aprilina & Martdianty (2023) and Jang & Juliana (2020) define organizational support as an effort made by an organization to value, reward, and care for employees. Perception of organizational support (Purwaningtyas & Septyarini, 2021) is the level where employees believe that the organization values employee contributions and cares about their welfare, resulting in a reciprocal relationship between the two. By getting this support, employees will be motivated to be better (Nabila & Ratnawati, 2020; Purwaningtyas & Septyarini, 2021; Riantoko et al., 2017). Organizational support is a person's belief that the organization where he works values his contribution and cares about his welfare. Factors that influence perceptions of organizational support (Hendriatno & Marhalinda, 2020) are as follows:

1. Fairness covering fair organizational procedures in the distribution of human resources among employees.
2. Supervisory support covering the supervisor is responsible for directing and evaluating the performance of subordinates.
3. Organizational rewards and job conditions covering organizational rewards including salary, allowances, bonuses, promotions, training, and development, while working conditions reflect comfortable and safe working conditions for employees.

Employee perception of organizational support refers to their conviction regarding the degree to which the organization is receptive to acknowledging the contributions employees make in order to fulfill the requirements of the organization (Nabila & Ratnawati, 2020). The following are organizational support evaluation indicators:

1. The organization values employee contributions.
2. The organization appreciates the extra effort given by employees.

3. The organization pays attention to employee complaints.
4. The organization is concerned about employee welfare.
5. The organization provides assistance for employees who have difficulty carrying out their work.

Compensation

Compensation serves as an incentive for all employees (Nurhayat & Wahyuni, 2021; Rika & Suci, 2022). Employees receive compensation in exchange for their labor and to inspire them to engage in future endeavors. Azhar et al. (2020), Bastian et al. (2019) and Samal et al. (2021) define compensation as remuneration or service-based compensation extended by an organization to its employees in recognition of their contributions to the accomplishment of organizational objectives. (Rika & Suci, 2022) classify employee compensation into two broad categories: financial compensation and non-financial compensation. In determining employee compensation, every organization employs a unique set of criteria. (Putra & Bagia, 2020) delineate the following as compensation indicators:

1. Salary refers to a reward that employees receive in nominal form as a consequence of their position as employees who provide results for ideas and thoughts in planning the company's goals.
2. Allowances refer to allowances that are adjusted to the burden and responsibilities imposed.
3. A bonus refers to an award received by employees according to the achievements they produce.
4. Non-financial compensation rewards the employee's hard work in a form other than money.

Gender

(Pratama & Chaniago, 2017) argue that gender distinguishes the mentality, emotional attributes, and societal roles of men and women as a cultural construct. According to (Pulawan, 2020) and (Munisah & Khusaini, 2017), gender is a socially and culturally constructed attribute that is intrinsic to both men and women. Gender is therefore a distinction between individuals determined by biological factors that are present at birth and are either permanent or non-exchangeable.

(Husain et al., 2023) assert that gender is a social and cultural construct that is influenced by the inherent qualities of men and women (Mahmudah et al., 2022). As a result, society forms assumptions about the social and cultural roles of men and women based on gender. This implies that soft and irrational men also exist alongside strong and rational women. Gender, which encompasses traits such as personality, behavior, roles, functions, positions, responsibilities, and even routines of interaction with situations influenced by societal norms, customs, and beliefs, is thus defined as the proportion of males to females within a social environment. Galea and Wright, as cited in Pratama and Chaniago (2017), propose the following indicators for quantifying gender variables: (1) role; (2) mentality; (3) nature and behavior; and (5) understanding.

Hypothesis Development

Leadership with Job Satisfaction

One of the factors which influence employee job satisfaction is leadership. (Muaroma & Indriati, 2022) argue that organizations need leaders who are effective and have the ability to influence employees to carry out their duties in order to achieve common goals. Effective leadership will produce employee job satisfaction (Herawati & Ranteallo, 2020). Leadership is a process of influencing in determining organizational goals, motivating follower behavior to achieve goals, and influencing to improve the group and its culture (Dewi, 2017). Job satisfaction is a positive emotional state derived from evaluating one's work experience. When these expectations are not met, job dissatisfaction arises (R. Astuti & Iverizkinawati, 2018; Mubarok & Zein, 2019). Leadership makes a positive contribution to increasing job satisfaction. Leaders who protect their subordinates, are good at supervising and coaching, and provide good and clear direction will provide job satisfaction for employees. Therefore, leadership becomes a variable that can increase employee job satisfaction.

H₁ : There is a positive and significant influence of leadership on employee job satisfaction.

Organizational Support with Job Satisfaction

According to (Hidayanti et al., 2020), organizational support can take the form of recognizing employee contributions, listening to employee complaints, taking pride in their work outcomes or accomplishments, and attending to employee needs. The relationship between job satisfaction and

perceived organizational support is robust and positive, according to a meta-analysis (Purba et al., 2019). Furthermore, as a result, employees may have heightened expectations of rewards commensurate with their work efforts due to their positive correlation between affective attachment to the organization and perception of organizational support. Studies (Hidayanti et al., 2020; Pratami & Muryatini, 2022) have found a significant and positive impact of organizational support on job satisfaction. Employees are expected to experience greater job satisfaction in proportion to the level of organizational support they receive.

H₂: There is a positive and significant influence of organizational support on employee job satisfaction.

Compensation with Job Satisfaction

As stated by (Hidayat, 2021), compensation encompasses all financial or non-financial remuneration that employees receive in exchange for their labor within an organization. This may include salaries, wages, bonuses, incentives, food, leave funds, and health benefits, among others. Employees' satisfaction levels can increase when they obtain their rights as members of the organization, as this ensures their expectations and rights are met. According to Azhar et al. (2020), employee compensation has a significant impact on their level of job satisfaction. This is consistent with the results of studies (Azhar et al., 2020; Rangkuti & Ernanda, 2020), which discovered that job satisfaction is positively impacted by compensation. The organization fulfills the anticipated compensation, which enables employees to derive job satisfaction.

H₃ : There is a positive and significant influence of compensation on employee job satisfaction.

Gender and Job Satisfaction

Gender is an observable distinction between men and women in cultural and social contexts. Redmond and McGuinness (Aprillia & Setiawan, 2022) demonstrate that the causes of gender differences in job satisfaction are the subject of debate. The gender factor, influenced by both personal characteristics and the nature of the work performed, contributes to variations in job satisfaction. Helmida et al. (2021) found that males exhibit a greater degree of satisfaction than females. Contrary to the findings of a previous study (Aprillia & Setiawan, 2022), the results indicated that males and females experienced the same degree of job satisfaction. These two studies conclude that gender positively affects job satisfaction.

H₄ : There is a positive and significant influence of gender on employee job satisfaction.

Job Satisfaction with Work Motivation

Employee job satisfaction is one of the drivers of increased work motivation. This is in accordance with the opinion of (Afifah & Musadieq, 2017), which reveals that work situations, work environmental conditions, and job satisfaction are the factors that influence work motivation (Kurniasari & Maulana, 2019). Motivation makes someone try to improve the work results they want to achieve. Research (Afifah & Musadieq, 2017; Heryanto et al., 2017) found that job satisfaction has a positive and significant effect on increasing employee work motivation. The higher a person's level of job satisfaction, the higher the employee's work motivation in carrying out their duties.

H₅ : There is a positive and significant influence of job satisfaction on work motivation

Leadership with Work Motivation

According to Syaifora (2019), leadership is the process of influencing the conduct of others to produce the desired results. Rego et al. (2017) assert that leadership involves an individual's disposition, qualities, or approach to motivate and influence individuals or groups to execute tasks in alignment with their obligations and responsibilities to achieve objectives. Syaifora (2019) predetermined the organization. Motive is the impetus to engage in a sequence of human behavioral processes with the attainment of objectives in mind, taking into account direction, intensity, and persistence. Research findings (Rego et al., 2017; Syaifora, 2019) indicate that job satisfaction positively impacts employee work motivation. The greater the caliber of leadership within an organization, the greater the output of motivated employees.

H₆ : There is a positive and significant influence of leadership on employee work motivation.

Compensation with Work Motivation

Sembel et al. (2018) define motivation as a compelling element that engenders an individual's readiness and inclination to allocate their resources—expertise, time, and energy—to execute a range of responsibilities and fulfill their obligations with the ultimate aim of attaining a pre-established organizational objective. A study (Rika & Suci, 2022) suggests that employees' motivation is influenced by the alignment of their compensation with their level of performance. Moreover, their level of satisfaction with their compensation will likewise have an impact on their drive to operate in a productive and efficient manner. Empirical findings from two other studies (Koljaan & Rahadi, 2021; Nurhayat & Wahyuni, 2021) support the aforementioned explanation, indicating a positive impact of job satisfaction on work motivation. Employees who experience greater job satisfaction are more likely to exhibit heightened levels of work motivation.

H₇ : There is a positive influence of compensation on employee work motivation

Gender and Work Motivation

Every employee can experience job satisfaction, but the degree of satisfaction varies depending on the values that are significant to that individual. The distinctions among individuals lie in the myriad facets of job character that correspond to their unique interests and capabilities. Variations in personal satisfaction may arise due to gender-related factors. Variations in occupational satisfaction, as perceived by individuals, are a consequence of gender disparities. Helmida et al. (2021) found no discernible distinction in the level of work motivation between males and females. However, a study conducted by Husain et al. (2023) found no influence of gender on work motivation. However, empirical investigations (Aprillia & Setiawan, 2022) yielded inconclusive findings regarding the correlation between genders with regard to job satisfaction. The empirical evidence indicates that gender exerts a favorable impact on levels of job satisfaction.

H₈ : There is a positive influence of gender on employee work motivation.

METHOD

Independent variables in this present study included leadership, organizational support, compensation and gender, and one independent variable, namely work motivation, and job satisfaction as an intermediate variable. The data sources in this research were collected through distributing questionnaires to 145 employees as respondents. The research method in this present study used path analysis with the help of the statistical application Lisrel ver 8.7 as presented in Table 1.

Table 1. Variable Operational Definition

Variable	Indicator	Item	Source
Leadership	Decision Making Ability	6	Kartono in (Herawati & Ranteallo, 2020)
	Ability to Motivate		
	Communication Skills		
	Ability to Control Subordinates		
	Responsibility		
Organizational Support	Ability to Control Emotions	5	Eisenberger et al, in (Nabila & Ratnawati, 2020)
	The organization values member contributions		
	The organization appreciates the extra effort members put in		
	The organization pays attention to member complaints		
	The organization is concerned with the welfare of its members		
Compensation	The organization provides assistance to members	5	Simamora in (Putra & Bagia, 2020)
	Wages		
	Allowance		
	Bonus		
Gender	Non-financial compensation	5	Galea and Wright (Pratama & Chaniago, 2017)
	Role		
	Mentality		
	Sipat		
	Behavior		
	Understanding/Understanding		

Job satisfaction	The job itself Promotional opportunities Supervisors Colleague support	4	Winardi in (Herawati & Ranteallo, 2020)
Work motivation	The drive to achieve goals Spirit at work Initiative Creativity Feelings of wanting to fulfill obligations Have a sense of responsibility	6	Syahyuti in (Syaifora, 2019)

RESULTS AND DISCUSSION

Result

Path Equation Analysis

According to the analysis method by path analysis, the research investigation was carried out by distributing questionnaires and continued analysis using the Lisrel application version 8.70. The output is presented in the following picture:

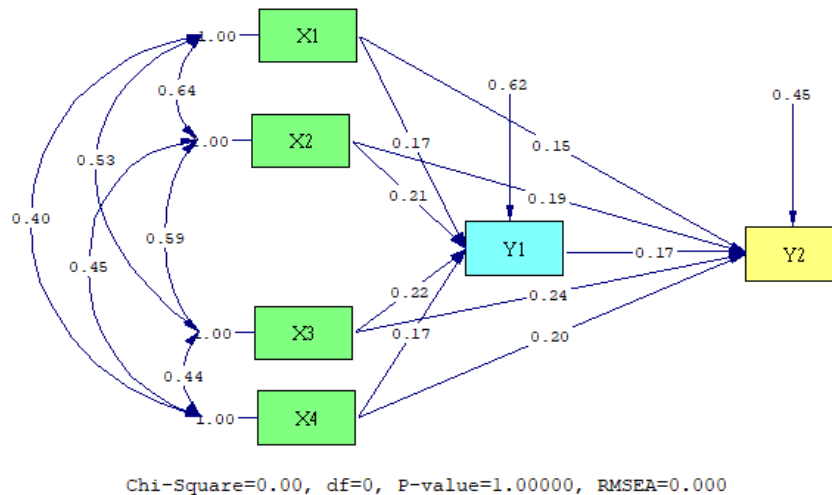


Figure 2. Empirical Model Score Path Coefficient

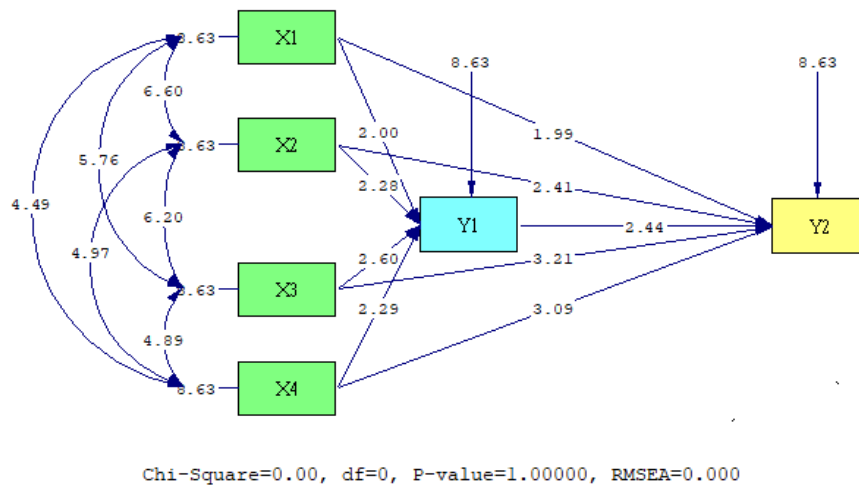


Figure 3. T-Calculated Empirical Model Score

Discussion

The findings regarding leadership on job satisfaction present that leadership has a direct and statistically significant positive effect on job satisfaction. The findings of this study indicate that leadership is a critical component of organizational management, as it enables a leader to exert roles over others in a manner consistent with the leader's objectives in order to accomplish those of the

organization. This discovery is consistent with the viewpoint expressed by Muaroma & Indriati (2022) that an organization requires proficient leaders who possess the capacity to deliver contentment and achievement within the group. The results of this study corroborate prior research (R. Astuti & Iverizkinawati, 2018; Mubarak & Zein, 2019; Qomariah et al., 2022) which suggests that effective leadership can lead to greater levels of job satisfaction. This implies that members of the organization will experience greater job satisfaction in proportion to the caliber of leadership.

The findings regarding organizational support for job satisfaction present that strong organizational support exists. Organizational support is implemented with the intention of demonstrating gratitude and concern for staff members. Organizational support manifests itself in numerous ways, including favorable treatment from superiors, avenues for employees to be recognized with awards from the organization, and a conducive work environment that fosters employee growth. The results obtained in this study consistently corroborate the conclusions drawn in prior research (Hidayanti et al., 2020; Pratami & Muryatini, 2022) regarding the favorable and statistically significant impact of organizational support on employee job satisfaction. The findings of this study demonstrate that employees' perceptions of organizational support impact their job satisfaction by instilling confidence in their work environment and colleagues, which in turn contributes to a higher level of contentment with the working conditions.

The findings regarding compensation on job satisfaction present that providing compensation commensurate with expectations can increase employee job satisfaction. Ensuring equitable and suitable remuneration fosters employee satisfaction and enhances their motivation, thereby contributing to the successful attainment of organizational objectives. Compensation is a just and suitable remuneration or incentive, whether it be financial, non-financial, or direct, given to employees in exchange for their assistance or contribution to the accomplishment of organizational objectives. The results of this study, consistent with Muaroma & Indriati (2022) view, demonstrate that compensation is a form of remuneration employees receive for their devoted service to the organization. The principal catalyst for attaining employee satisfaction is remuneration. The results obtained in this study consistently corroborate the conclusions drawn in prior research (Azhar et al., 2020; Rangkuti & Ernanda, 2020) regarding the positive and statistically significant relationship between compensation and employee job satisfaction. The results demonstrate that competitive compensation generates considerable job satisfaction.

The findings regarding gender on job satisfaction present that there is no discernible gender disparity in the enhancement of employee job satisfaction. The term "gender" is used to explain the social and cultural distinctions between men and women. This distinction manifests itself in emotional and psychological dimensions, serving as a social attribute that shapes the dynamic between men and women in a manner that varies across temporal and spatial contexts. The results of this study consistently corroborate the conclusions drawn in prior research (Aprillia & Setiawan, 2022; Helmida et al., 2021) regarding the positive and statistically significant relationship between gender and employee job satisfaction. These results demonstrate that there is no gender distinction in work motivation. Physically and in terms of abilities, men and women differ; consequently, there must be distinctions in managing, evaluating, and integrating the sexes in order to accomplish organizational objectives.

The findings regarding leadership on work motivation present that employees are willing, committed, and loyal to carry out their duties and responsibilities in order to achieve the established organizational objectives. The findings of this study indicate that effective leadership determines whether employees are willing, committed, and loyal to carry out their duties and responsibilities in order to achieve the established organizational objectives. It is not enough for a leader to possess the qualities of nature, character, or manner in which individuals inspire and motivate subordinates to perform their duties. According to Nasrudin (2020) the results of this study are consistent with the notion that a manager or leader's capacity to inspire and enable employees to exert their utmost effort in pursuit of organizational objectives is a determinant of an organization's success. Mendrofa et al. (2021) and Rego et al. (2017) found that leadership has a significant and positive impact on employee work motivation; the results of this study corroborate these findings. Therefore, a leader is expected to possess the capability to inspire and mobilize the complete potential of their subordinates, enhancing their overall performance while performing their responsibilities.

The findings regarding organizational for work motivation present that heavy organizational support enhances employees' work motivation. The readiness of an organization to recognize and foster

employee confidence constitutes organizational support. The organization places an emphasis on employee welfare and contributions. Organizational support exerts a positive and statistically significant role on employee work motivation, as consistently demonstrated by the results of this study and previous research (Candra & Fatimah, 2020; Riantoko et al., 2017).

The findings regarding compensation for work motivation present that the provision of compensation that is commensurate with their expectations can increase employee work motivation. In order to elicit superior performance from their workforce, organizations anticipate compensation. The purpose of compensation, as stated by Mubarok & Zulkarnaen (2017), is to motivate, retain, and attract employees. Furthermore, unfulfilled employee needs will result in a decline in employee motivation. Work motivation has a positive and significant effect on employee work motivation, according to previous research (Koljaan & Rahadi, 2021; Nurhayat & Wahyuni, 2021). The results of this study corroborate these findings. Individuals possess a wide range of necessities, which primarily influence employee motivation.

The findings regarding gender on work motivation present that equitable treatment of gender can have a positive impact on employee motivation at work. Men and women's social attributes vary across time and space, causing gender to encompass emotional and psychological aspects. Gender describes the social and cultural distinctions between men and women. Previous research (Helmida et al., 2021; Husain et al., 2023; Rahmadhani & Virianita, 2020) has shown that gender has a positive role on work motivation, which is further supported by the results of this study. An increase in work motivation can be achieved through comprehension of this social construct. Individuals of all genders are highly motivated to succeed professionally.

The findings regarding job satisfaction on work motivation present that high job satisfaction will be able to increase employee work motivation. This is in accordance with the research results of Afifah & Musadieg (2017) that work situations, work environmental conditions, and job satisfaction are important factors that influence work motivation. The findings in this research are in line with research conducted by Afifah & Musadieg (2017); Heryanto et al. (2017), which found that job satisfaction has a positive and significant effect on employee work motivation. Job satisfaction includes cognitive, affective, and evaluative reactions or attitudes and states that job satisfaction is a happy emotional state or positive emotion that comes from assessing one's work or work experience. High job satisfaction will encourage the formation of high work motivation.

The findings regarding leadership on work motivation through job satisfaction present the direct role of leadership on job satisfaction and job satisfaction on work motivation. This proves that the role of job satisfaction in moderating the relationship between leadership and work motivation through job satisfaction provides good results. Based on the results, these findings confirm the importance of job satisfaction in linking leadership with work motivation. Therefore, work motivation will be further increased if leadership is supported by strengthening job satisfaction, and then motivation will increase for the organization's employees.

The findings regarding the role of organizational support on work motivation through job satisfaction present that job satisfaction is important for increasing employee work motivation. Job satisfaction is the emotional attitude that employees feel towards their work, which can be either pleasant or unpleasant. This is in line with the opinion of Heryanto et al. (2017) that motivation is a high desire for organizational goals, which is conditioned by the ability of the effort to fulfill an individual need. An individual does something based on desire and encouragement to fulfill needs. Therefore, work motivation will be further increased if leadership is supported by strengthening job satisfaction, and then employee motivation will increase.

The findings regarding compensation for work motivation through job satisfaction present that there is a positive and significant role of indirect compensation on work motivation through job satisfaction. This confirms that compensation has an important role in increasing employee work motivation. Linking the compensation system in the organization to its goals and strategies is crucial. Employees who do not get job satisfaction will never achieve psychological satisfaction, and ultimately, negative attitudes or behaviors will arise, which in turn can lead to frustration. On the other hand, satisfied employees will be able to work well, enthusiastically, and actively, and they can achieve better than employees who are not getting job satisfaction.

The findings regarding gender on work motivation through job satisfaction present that the gender factor in relation to work motivation does not have to be a debate about whether men or women

have high work motivation. Because work motivation is basically inherent in every individual, the difference lies in the source of the motivation. Helmida et al. (2021) found in their research that there is no difference in the work motivation of men and women. Contrary to the research findings of Husain et al. (2023), this study found no effect of gender on work motivation. As a new finding in this research, placing job satisfaction as a moderator in increasing work motivation provides different results. The role of the variable job satisfaction in moderating the relationship between leadership, organizational support, compensation, and gender provides clear evidence that increasing work motivation is carried out by first improving and increasing job satisfaction. Job satisfaction involves cognitive elements as evaluation or assessment of work results and affective elements as emotional feelings, which describe positive or negative feelings regarding perceived experience by comparing expectations.

CONCLUSION

Based on the findings of this research, the conclusion is summarized as: leadership; organizational support; compensation; and gender. Those have significant roles on increasing employee job satisfaction. There is also an increase in employee work motivation; this can occur due to improvements in the work climate, where leaders try to provide direction and guidance according to their leadership functions, including maximum support for employees, improvements and increases in compensation, as well as equal and fair treatment for employees. Gender differences are absent, except in certain jobs where the conditions and character of the job must be adjusted according to the nature of each individual. Job satisfaction has a very real role in moderating the relationship between leadership, organizational support, compensation, and gender in increasing employee work motivation.

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