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## **The Effect of Organizational Culture and Leadership Style on Work Motivation at the Sumbawa Regency Inspectorate with Job Satisfaction as a Mediating Variable**

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The objective of this study is to examine the importance of organizational culture and leadership style in relation to work motivation, with work motivation acting as a mediating variable, within the context of the Sumbawa Regency Inspectorate. The practical implications of research are significant when it comes to informing management decisions in future endeavors. From an academic perspective, research contributes to the expansion of knowledge, particularly in the realm of human resource development. The sample consisted of 118 participants selected from a population of 118 government servants. The selection of respondents was conducted using approaches that were representative of the full population. The findings of this study suggest that the impact of organizational culture on work motivation is mediated by job satisfaction, and the influence of leadership style on the work motivation of civil servants in the inspectorate of Sumbawa Regency is also mediated by job satisfaction. This implies that job satisfaction plays a significant role in establishing a connection between company culture and work motivation. Organizational culture encompasses the core principles, social norms, and operational procedures that are embraced inside an organization. The level of job motivation among employees can be influenced by their satisfaction with the prevailing corporate culture. Nevertheless, the findings indicated that the influence of organizational culture on the work motivation of civil workers within the Sumbawa Regency Inspectorate is mediated by job satisfaction.

**Keywords: Job satisfaction, Leadership style, Organizational culture, Sumbawa Regency, Work motivation**

### **Introduction**

The advancement of a firm or organization is contingent upon the caliber of performance exhibited by its human resources. An individual's performance might be deemed satisfactory when they effectively fulfill their job responsibilities. Dibyantoro et al., (2021). posits that the absence of competent human resources inside an organization can significantly influence its performance, given the intense nature of competition. Conversely, in the context of organizational performance within the business realm, it may be argued that a strong human resource quality within an organization can lead to quick advancements in competitive positioning. The enhancement of human resource performance quality is contingent upon various aspects that are influenced by the level of job satisfaction experienced and perceived by individuals within a business. The presence of both employee pleasure and unhappiness in the

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execution of their responsibilities is a perpetual phenomenon within a business. According to Gumilar et al., (2020), the central focus of human resource management is the endeavor to effectively manage the human component and its inherent potential, with the aim of acquiring contented and competent human resources for the firm. Work satisfaction can be defined as a favorable emotional state experienced by individuals in relation to their employment, stemming from an assessment of several attributes associated with their job. Individuals who experience a heightened level of job satisfaction exhibit favorable emotions towards their occupation, whilst those who are unsatisfied harbor unfavorable sentiments towards their profession.

According to Farida et al., (2016), along with the varied factors that contribute to employee performance including leadership, organisational culture, and motivation, job satisfaction shows a close relationship. However, in many practical cases, the factors that influence job satisfaction often do not receive enough attention from the organisation or its leaders. A leader has an obligation to be a role model for all employees and staff working in an organisation. In the context of organisational implementation change, the role of a leader becomes very important (Fikri, 2018). Leadership can be done well if a leader has leadership emotional intelligence competence. One of the influential factors in other job desires is work motivation. Employee performance will be high if there is a motivational drive, as well as the opposite if employees are not driven by motivation will result in poor performance (Bakker & Demerouti, 2017). With work motivation, it can be easier to achieve the expected performance in the organization so that there is job satisfaction in achieving good performance. High employee commitment to the organization (organizational commitment) is a behavioral attitude that is needed by an organization in order to survive and improve the services or products it produces, including in a government organization, employee commitment to the organization is also needed (Setiawan & Mardalis, 2017).

Each individual has inherent potential in various activities that can come from within themselves or be developed through organizational learning to improve their performance (Rahayu et al., 2017). The concept of performance is closely related to the actions or inactions of individuals. An employee's performance has the potential to influence the perceived value of their contribution to the achievement of their job objectives. Performance can be considered as the results obtained from the completion of a task, which serves as an indicator of the extent to which the predetermined goals, standards, and guidelines set by the company have been met. In today's digital era, many individuals have diverse abilities that contribute to the achievement of company goals, thus requiring the development of their respective competencies. Employee performance is an important factor in organizational establishment and development. Organizational development depends on the alignment between human resource performance and organizational needs. Performance refers to behavior demonstrated in an official capacity to carry out job responsibilities and is seen as a non-formal effort that is outside the scope of work-related definitions (Indarti & Anidar, 2015).

(Iswadi, 2018) posits that the attainment of organizational success necessitates the presence of a competent leader who aligns with the vision and mission of the business. Leaders often engage in close observation of the attitudes and actions displayed by members inside their business in order to cultivate sustainable performance. Leaders that possess a considerable degree of competence are more inclined to effectively accomplish their corporate objectives. The significance of leadership in attaining organizational objectives is paramount, as it possesses the capacity to instigate favorable transformations inside the organization that align with its overarching vision and mission. In the contemporary landscape of global competition, the significance of possessing competent leadership is paramount in enhancing the competitive edge of organizations. Besides good leadership, organizational culture also plays a crucial role in enhancing employee performance by establishing a conducive work environment. The cultivation

of commitment and discipline plays a crucial role in facilitating the enhancement of employee performance. Pratama, (2016) posits that the notion of organizational culture encompasses the engagement of multiple founders who possess creative ideas for the advancement of the company. The aforementioned founders engage in collaboration to establish a cohesive group that shares a common goal, subsequently mobilizing organizational members to cultivate a novel organizational perspective. The process of altering the culture inside a corporation is a multifaceted undertaking, as it necessitates the participation of individuals who possess the ability to withstand challenges and adjust to novel cultural standards, while also exerting influence over their colleagues to wholeheartedly adopt this profound transformation (Robbins & Judge, 2018).

According to Gumilar et al., (2020), a well-functioning corporate culture has the potential to facilitate unity among employees, promoting seamless collaboration as they work towards shared objectives. The development of job proficiency is a crucial factor in fostering employee motivation to enhance their performance in alignment with assigned responsibilities. In order to enhance their work skills, employees are afforded the chance to partake in self-development endeavors, such as actively engaging in training programs provided by the organization (Siswatiningsih et al., 2018). The utilization of objective measures to evaluate employees' competency allows for the assessment of their knowledge and skills, facilitating the determination of their capacity to effectively carry out their assigned duties. The work performance of an individual has the potential to yield personal qualities, broad knowledge, and exceptional talents.

Sholihah et al., (2018) posits that a cohort of workers who have not attained the desired level of productivity necessitate robust incentives in order to enhance their performance. Hence, it is imperative to enhance employee motivation in order to yield improved performance outcomes. In order to attain maximum performance, individuals must possess a robust work motivation that enables them to effectively carry out their obligations and tasks inside the workplace. Motivation is a crucial factor in ensuring optimal execution of work responsibilities by employees, in alignment with the defined standard operating procedures within the organizational framework. The assessment of work motivation encompasses three primary characteristics, namely intensity, direction, and perseverance, which pertain to an individual's pursuit of a certain objective. When analyzing the correlation between work motivation and projected goal-directed effort, it is feasible to enhance this correlation by taking into account the particular emphasis of the objective, which can signify an individual's unique dedication to their task. Motivation is a significant factor that exerts influence over the performance of employees (Sagita, 2018).

Previous research conducted by researchers has investigated the relationship between leadership, organizational culture, job motivation, and employee performance. However, the aforementioned study did not specifically investigate the influence of work competency and work motivation as mediators on employee performance. Moreover, a substantial amount of scholarly inquiry has been devoted to investigating firms operating in the products and services industry, with a specific focus on improving employee performance to maximize overall corporate profitability (Suarjana et al., 2016). These studies examine several techniques aimed at generating financial profits for the organization. Currently, there is a scarcity of study on not-for-profit organizations in Indonesia, despite their crucial role in coordinating and aligning policy execution, as well as overseeing roles and obligations across multiple ministries. The Coordinating Ministry for Political, Legal and Security Affairs of the Republic of Indonesia comprises a heterogeneous group of professionals possessing varied work skills and competencies. These individuals engage in collaborative efforts as a unified entity in order to optimize performance, both at the individual and organizational levels. In addition, the Coordinating Ministry for Political, Legal, and Security Affairs (Kemenko Polhukam) plays a vital role in facilitating the coordination process among various governmental bodies inside

Indonesia. The main responsibility of this institution is to oversee the process of policy formulation and implementation, ensuring its alignment with the national development strategy, as directed by the President of the Republic of Indonesia. Moreover, the main aim of this study is to determine the potential influence of the conducted research on the performance of employees within the Coordinating Ministry for Political, Legal and Security Affairs of the Republic of Indonesia.

The hypotheses in this study are as follows:

- H1 : Organizational culture has a significant effect on job satisfaction
- H2 : Leadership Style has a significant effect on job satisfaction
- H3 : Organizational culture has a significant effect on work motivation
- H4 : Leadership Style has a significant effect on work motivation
- H5 : Job satisfaction has a significant effect on work motivation
- H6 : Job satisfaction is able to mediate the effect of organizational culture on the work motivation of the State Civil Apparatus at the Sumbawa Regency Inspectorate
- H7 : Job satisfaction is able to mediate the effect of leadership style on the work motivation of the State Civil Apparatus at the Sumbawa Regency Inspectorate

The framework of thinking in this study can be explained in the following picture:



Figure 1. Research Framework

### Methods

The present study employs a quantitative research design utilizing an associative technique. As stated by Sugiyono (2019), the notion of causal relationship pertains to a research methodology that aims to investigate the association between many factors. A causal relationship refers to the association between two variables, wherein one variable has an influence or brings about alterations in the other variable, hence establishing a cause-and-effect connection. This study integrates independent variables, which are factors that exert an influence, with dependent variables, which are influenced by independent variables. The research is conducted at the Sumbawa Regency Inspectorate, focusing on the entire population of personnel working in the Sumbawa Regency Inspectorate office, which amounts to a total of 118 civil servants (ASN). This study used a sample that included all ASN Inspectorate of Sumbawa Regency, totaling 118 people, this was done because by using the entire population as a sample, the research will achieve a very high level of accuracy.

The researcher needs to create a structured questionnaire with relevant questions related to the variables to be studied. This could include questions about organizational culture, leadership style, work motivation, and job satisfaction. The questionnaire will be distributed to relevant respondents at Sumbawa Regency Inspectorate, such as employees or staff members. Data collection can be done in person (at the workplace) or through online methods, depending on respondents' preferences and availability.

**Table 1. Operational definition of variables**

Variable	Operational Definition	Scale	Number of Statements
Independent Variabel: Organizational Culture (X1)	Concepts and values related to organizational culture in the Sumbawa Regency Inspectorate. Can be measured through individual perceptions of norms, values and practices that exist in the workplace.	Likert	10
Independent Variabel: Leadership Style (X2)	The leadership style applied by superiors at the Sumbawa Regency Inspectorate. Can be measured through the approach, behavior, or interaction patterns of superiors with subordinates in influencing performance and work motivation.	Likert	10
Moderating Variable: Job Satisfaction (X3)	The degree of personal contentment with one's professional engagement inside the Sumbawa Regency Inspectorate. The measurement of employee satisfaction encompasses various factors, including but not limited to compensation satisfaction, work environment, recognition, and contentment with organizational policy.	Likert	10
Dependent Variable: Work Motivation (Y)	The level of encouragement or motivation of individuals in completing tasks and accomplishing goals in the work environment of the Sumbawa Regency Inspectorate. Dedication, ambition, and interest in one's work are all indicators of this quality.	Likert	10

The results of the study will reflect all ASNs in the Sumbawa Regency Inspectorate, and conclusions drawn from the data will apply to the entire population. This research uses a nonprobability sampling method, namely total sampling which is a data collection method that involves taking data from all relevant members of the population or all existing elements. This research uses various ways of analyzing data, specifically focusing on multiple linear regression analysis techniques. This study uses the SPSS v25 tool to assist researchers in analyzing the data that has been obtained.

**Results**

This study investigates the correlation between organizational culture, leadership style, work motivation, and job satisfaction at the Sumbawa Regency Inspectorate. The main aim of this study is to acquire a thorough comprehension of how corporate culture and leadership style influence employees' job motivation. Furthermore, this study aims to investigate the intermediary function of job satisfaction in this association.

**Table 2 The Validity Test Results**

Variables	Number of Items	Sig.	Description
Organizational Culture (X1)	10	0.00	Valid
Leadership Style (X2)	10	0.00	Valid
Job Satisfaction (X3)	10	0.00	Valid
Work Motivation (Y)	10	0.00	Valid

Source: Primary data processed, 2023

### 1. Validity Test

The results of the validity test for the organizational culture variable (X1), which includes 10 items, show a p-value of 0.00, which is lower than the preset significance level of  $\alpha = 0.05$ . Consequently, the variable is considered to be legitimate. The validity test of the leadership style variable (X2) revealed that all 10 questions had a p-value of 0.00, which is below the preset significance level of  $\alpha = 0.05$ . Thus, the variable of leadership style is considered to be genuine. The validity test results for the work incentive variable (Y), which has 10 items, show a p-value of 0.00, indicating statistical significance at a preset significance level  $\alpha$  of 0.05. Consequently, the variable is considered valid. The work satisfaction measure (Z), which has 10 items, underwent a validity test. The test resulted in a p-value of 0.00, indicating that it is significantly different from the specified significance level of  $\alpha = 0.05$ . Thus, the work satisfaction variable is considered to be valid.

### 2. Reliability Test

The reliability test conducted in this study indicates that all variables tested had values greater than 0.06. The specific values for each variable may be seen in the accompanying table.

**Table 1. Reliability Test Results**

Variable	Cronbach's Alpha	Value	Information
Organizational Culture (X1)	0,881	0,600	Reliable
Leadership Style (X2)	0,933	0,600	Reliable
Work Motivation (Y)	0,909	0,600	Reliable
Job Satisfaction (X3)	0,900	0,600	Reliable

Source: Primary data processed, 2023

### 3. Classical Assumption Test

Prior to performing hypothesis testing, it is customary to conduct a preliminary assessment of assumptions, which typically involves completing tests for multicollinearity, heteroscedasticity, and normality. The outcomes of the classical assumption test are presented below:

**Table 2. Classical Assumption Test Results**

Classical Assumption Test	Test Results	Conclusion
Multicollinearity test	Tolerance value 0.776; 0.812; 0.732 > 0.10 and VIF value 2.821; 2.383; 2.024 < 10.00.	No multicollinearity
Heteroscedasticity test	Sig-values. 0,783; 0,628; 0,767 > 0,05	No heteroscedasticity
Normality test	The p-value of 0.341 > 0.05	Residuals are normal

Source: Primary data processed, 2023

Based on the findings presented in Table 2, it can be concluded that there is no evidence of multicollinearity, heteroscedasticity, and non-normality in the dataset.

### 4. Multiple Linear Regression I

This study aims to examine the impact of organizational culture and leadership style on work motivation, with job satisfaction serving as a mediating variable. The research will be conducted at the Sumbawa Regency Inspectorate. The table displays the following results:

**Table 3. Multiple Linear Regression Results 1**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	10,785	3,207		3,643	0,005
Organizational Culture	0,857	0,282	0,743	4,853	0,000

a. Dependent Variable: Job Satisfaction

Source: Primary data processed, 2023

Equation:  $Y = a + b X_1$

Solution:  $Y = 10.785 + 0.857 X_1$

The interpretation of the multiple linear regression equation is as follows:

$a = 10.785$  means that the organizational commitment variable is equal to zero, then the job satisfaction variable is positive by 10.785

$b_1 = 0.857$  means the regression coefficient value of organizational commitment, the direction of influence is positive.

### 5. F test on multiple linear regression equation I

Based on the aforementioned results, it can be inferred that the p-value's significance level is 0.000, which is less than the conventional threshold of 0.05. Consequently, the model under consideration is deemed suitable for predicting the impact of organizational commitment on job satisfaction within the Inspectorate of Sumbawa Regency.

### 6. Coefficient of Determination (R2) in multiple linear regression equations 1

The findings of the investigation that was carried out have shown that the coefficient of determination (R2) test equals 0.672, which corresponds to 67.2% of the total. So  $100\% - 67.2\% = 32.8\%$ . This demonstrates that the contribution of the influence of organizational culture on job satisfaction is 67.2%, while the remaining 32.8% of the study is devoted to variables that are not directly related to the topic.

### 7. Multiple Linear Regression II

The objective of this study is to investigate the influence of organizational culture, leadership style, and work motivation on job satisfaction at the Sumbawa Regency Inspectorate. The findings are displayed in Table 4.

**Table 4. Multiple Linear Regression Results 2**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	8,690	5,332		2,433	0,018
Organizational Culture	0,306	0,231	0,632	2,634	0,016
Leadership Style	0,422	0,102	0,721	2,903	0,014
Work Motivation	0,732	0,482	0,642	3,971	0,000

a. Dependent Variable: Job Satisfaction

Source: Primary data processed, 2023

The multiple linear regression equation 2 is:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3$$

$$Y = 8,690 + 0,306 X_1 + 0,422 X_2 + 0,732 X_3$$

$a = 8,690$  is the consistent value of the work motivation variable.

$b_1 = 0.306$  The value 0.306 The regression coefficient associated with corporate culture demonstrates a positive direction of influence. This suggests that there is a positive correlation between the enhancement of organizational culture and the augmentation of work

motivation, whereas conversely, a decline in organizational culture is linked to a reduction in work motivation.

b1 = The value 0.306 This suggests that there is a positive correlation between organizational culture and work motivation, with a one-unit increase in organizational culture being related with a 0.306 increase in work motivation, while controlling for the levels of both organizational culture and work motivation.

b2 = The numerical value 0.422 is presented. The regression coefficient associated with the leadership style variable demonstrates a positive direction of influence. This suggests that there exists a positive relationship between leadership style and work motivation, wherein an increase in leadership style is linked to an increase in work motivation, while a decrease in leadership style is linked to a decrease in work motivation.

b2= The coefficient of 0.422 indicates that there is a positive relationship between job happiness and work motivation, such that a one-unit increase in job satisfaction is associated with a 0.422 unit rise in work motivation. The enduring nature of organizational culture and job motivation is evident.

b3 = The regression coefficient value of work motivation is 0.732, indicating a positive direction of influence. This implies that an increase in work motivation leads to a corresponding increase in work motivation, while a fall in motivation results in a decrease in work motivation as well.

b3 = The value of 0.610 indicates that a one-unit improvement in job satisfaction is associated with a corresponding rise of 0.610 in work motivation. The variables of corporate culture and leadership style are considered to be constant.

#### **8. F test on multiple linear regression equation II**

Based on the aforementioned results, it can be inferred that the p-value of the significance test is 0.000, which is less than the conventional threshold of 0.05. Consequently, it can be concluded that the model under consideration is statistically viable for predicting the impact of organizational culture.

#### **9. Coefficient of Determination (R<sup>2</sup>) in multiple linear regression equations II**

Based on the aforementioned results, it can be observed that the coefficient of determination (R<sup>2</sup>) test yields a value of 0.655, which corresponds to a percentage of 65.5%. The difference between 100% and 65.5% is equal to 34.5%. This finding demonstrates that the combined impact of organizational culture and leadership style on work motivation, mediated by job satisfaction, accounts for 65.5% of the observed variance. The remaining 34.5% of the variance is attributable to factors beyond the scope of this study.

#### **10. Sobel Test**

- a) The results of the Sobel test computation in the previous analysis indicate that the X3 value of 0.00332 is smaller than the significance level of 0.05. Therefore, the null hypothesis (H<sub>0</sub>) is invalidated, whereas the alternative hypothesis (H<sub>6</sub>) is validated. These findings offer proof that job satisfaction acts as an intermediary in the connection between corporate culture and work motivation. To determine the accuracy of the sixth hypothesis, which suggests that the relationship between organizational commitment and work motivation in the Inspectorate of State Civil Apparatus at the Sumbawa Regency Inspectorate is influenced by job satisfaction.
- b) The Sobel test conducted in the preceding study reveals that the p value for X3 is 0.00367, which is below the significance level of 0.05. Therefore, the null hypothesis (H<sub>0</sub>) is disproven, whereas the alternative hypothesis (H<sub>7</sub>) is confirmed. This result offers



proof to substantiate the idea that job satisfaction serves as an intermediary element in the correlation between leadership style and work motivation. To verify the seventh hypothesis, which suggests that the influence of leadership style on work motivation in the Sumbawa Regency Inspectorate is influenced by job satisfaction, it is essential to prove its correctness.

### **Discussion On Research Results**

Based on the analysis of The Effect of Organizational Culture and Leadership Style on Work Motivation at the Sumbawa Regency Inspectorate with Job Satisfaction as a Mediating Variable, the discussion that can be explained in this study is as follows:

#### **1) The Effect of Organizational Culture on Job Satisfaction**

The analysis of hypothesis 1 revealed results indicating a p-value of 0.00, which is less than the predetermined significance level of 0.05. This statistical analysis suggests the rejection of the null hypothesis (Ho) in favor of the alternative hypothesis (H1), signifying a substantial association between organizational commitment and job satisfaction. The outcomes of the aforementioned investigation illustrate a significant and favorable impact of the organizational culture on the job satisfaction of ASN employees within the Sumbawa Regency Inspectorate. The same study ascertained that the organizational culture exerts a noteworthy and positive influence on job satisfaction within the civil service sector at the Inspectorate of Sumbawa Regency. The Sumbawa Regency Inspectorate, as a governmental body responsible for supervising and evaluating the operational efficiency of various governmental entities in the region, maintains a well-defined organizational culture characterized by a hierarchical structure delineating roles and corresponding responsibilities. The research findings indicate that the examined organizational culture significantly enhances the levels of job satisfaction experienced by public servants working within the Inspectorate. These results suggest a favorable correlation between the organizational culture of the Sumbawa Regency Inspectorate and the degree of job satisfaction reported by its personnel.

#### **2) The Effect of Leadership Style on Job Satisfaction**

The analysis of the second hypothesis demonstrates a p-value of 0.018, signifying statistical significance at the predetermined alpha level of 0.05. Consequently, based on this outcome, the null hypothesis (Ho) can be dismissed. In simpler terms, there is robust statistical evidence supporting the alternative hypothesis (H2), which asserts a substantial relationship between leadership style and job satisfaction among ASN employees at the Sumbawa Regency Inspectorate. These aforementioned findings imply that the leadership style significantly influences the level of job satisfaction among ASN personnel in the Inspectorate of Sumbawa Regency, a conclusion substantiated by the results of the statistical analysis conducted.

#### **3) The Effect of Organizational Culture on Work Motivation**

The investigation, carried out using the SPSS software, yielded a p-value of 0.016, which is lower than the preset significance level of 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H3) is accepted. This finding indicates a statistically significant and positive correlation between organizational culture and work motivation. The statement emphasizes that when an organizational culture is based on elements such as assistance, fairness, recognition, and cooperative teamwork, it significantly enhances employee motivation. A healthy business culture has the ability to foster improved employee performance, increased dedication, and enhanced production.

**4) The Effect of Leadership Style on Work Motivation**

The findings of the study, which were obtained through the use of the SPSS software, revealed that the p-value associated with the leadership style variable is 0.014, which is substantially lower than the significant threshold of 0.05 that had been established beforehand. This inquiry's findings suggest that the leadership style has the potential to affect the work motivation of State Civil Apparatus at the Sumbawa Regency Inspectorate. This conclusion is based on the findings of the investigation mentioned above. The findings of this investigation demonstrate that the manner in which leaders within the Sumbawa Regency Inspectorate communicate with one another and the leadership style that they employ have the ability to have a positive influence on the level of job motivation that civil servants (ASN) experience. The work motivation of individuals who are employed by ASN has been proven to be positively impacted by leadership that is both effective and supportive. On the other hand, leadership that is either ineffectual or dictatorial has been demonstrated to hinder the work drive of these individuals.

**5) The Effect of Job Satisfaction on Work Motivation**

The study, carried out using the SPSS software, yielded a p-value of 0.00, which is below the acceptable significance level of 0.05 for work satisfaction. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H5) is supported. This finding highlights the substantial impact of job satisfaction on work motivation. The results of the analysis demonstrate a significant and positive influence of job satisfaction on work motivation in the ASN Inspectorate of Sumbawa Regency. This is a direct relationship between the level of job satisfaction reported by ASN employees at the Sumbawa Regency Inspectorate and their level of work motivation. The research findings indicate a significant correlation between job satisfaction and work motivation among individuals with Autism Spectrum Disorder (ASN). When individuals in the ASN (Assistant Nurse) role experience job satisfaction, they are more likely to show increased desire and strive to reach their predetermined work goals.

**6) The effect of organizational culture mediated by job satisfaction on work motivation**

The Sobel test computations revealed that the X3 value is 0.00332, which is below the significance level of 0.05. Therefore, the null hypothesis (Ho) is disproven, whereas the alternative hypothesis (H6) is validated. This confirms that job satisfaction serves as a mediator for the influence of company culture on work motivation. The research findings demonstrate that job satisfaction serves as a mediator in the correlation between organizational culture and work motivation among State Civil Apparatus (ASN) at the Sumbawa Regency Inspectorate. This indicates that the existing organizational culture within the Sumbawa Regency Inspectorate has a substantial impact on the levels of job satisfaction within ASN (civil servants). An advantageous, all-encompassing, and encouraging corporate culture has a tendency to amplify the job happiness of ASN in this setting. Moreover, this finding confirms the crucial influence of job satisfaction on the work motivation of ASN. ASNs that experience job satisfaction exhibit increased motivation and a stronger inclination to work with enthusiasm and dedication.

**7) The effect of leadership style mediated by job satisfaction on work motivation**

The Sobel test findings reveal that the X3 variable demonstrates a p-value of 0.00367, which falls below the specified significance level of 0.05. Consequently, the null hypothesis (Ho) is refuted, whereas the alternative hypothesis (H7) is affirmed. This discovery provides empirical evidence to support the concept that job satisfaction functions as a mediating factor in the relationship between leadership style and work motivation. An exceptional and

effective leadership style has the capacity to significantly impact employee motivation in the workplace. An excellent leadership style encompasses various elements, including proficient communication, provision of assistance, provision of explicit instructions, and appropriate distribution of authority to workers. Job satisfaction serves as a mediator that enables the connection between leadership style and job motivation. An affirmative correlation has been discovered between job satisfaction and work motivation, suggesting that persons who experience contentment from their work tend to exhibit elevated levels of motivation. Job satisfaction can be achieved through meeting employees' needs and expectations, having autonomy in their work, receiving recognition for their achievement, and cultivating positive connections with superiors and colleagues  $<0.05$ .

## Conclusion

Based on the facts obtained through comprehensive investigation and meticulous data analysis, it is feasible to draw the subsequent conclusions:

The test findings indicate a p-value of 0.00, which is lower than the predetermined significance level of 0.05. Therefore, the null hypothesis ( $H_0$ ) is disproven, thereby accepting the alternative hypothesis ( $H_1$ ). This study suggests that there is a statistically significant correlation between company culture and job happiness. The test findings indicate that the computed p-value of 0.018 is below the predetermined significance level of 0.05. Consequently, the null hypothesis ( $H_0$ ) is rejected, whereas the alternative hypothesis ( $H_2$ ) is accepted. The results demonstrate a significant association between the leadership style and job satisfaction. Based on the test findings, it is evident that the computed p-value of 0.016 is below the intended significance level of 0.05. Consequently, the null hypothesis ( $H_0$ ) is considered invalid, resulting in the acceptance of the alternative hypothesis ( $H_3$ ). The aforementioned outcome demonstrates that the variable of organizational culture has a significant influence on the variable of work motivation. The research results indicate a statistically significant correlation between leadership style and job motivation ( $p < 0.05$ ). Therefore, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_4$ ) is confirmed, suggesting that the leadership style variable has the ability to influence the work motivation variable. The test results show that the null hypothesis ( $H_0$ ) is rejected in favor of the alternative hypothesis ( $H_5$ ), as the significance value of 0.00 is lower than the predetermined threshold of 0.05. The findings of this study demonstrate a statistically significant and favorable association between job satisfaction and motivation.

The Sobel test results indicate that the X3 variable has a value of 0.00332, which is statistically significant at a significance level of 0.05. Therefore, the null hypothesis ( $H_0$ ) is rejected, therefore accepting the alternative hypothesis ( $H_6$ ). This finding provides empirical evidence to support the idea that job satisfaction could operate as a mediator in the correlation between company culture and work motivation. The Sobel test calculations reveal that the variable X3 holds substantial statistical significance, as demonstrated by a p-value of 0.00367, which falls below the specified significance threshold of 0.05. Consequently, the null hypothesis ( $H_0$ ) is considered invalid, resulting in the acceptance of the alternative hypothesis ( $H_7$ ). This finding provides empirical evidence to support the idea that job satisfaction can operate as a mediator in the connection between leadership style and work motivation.

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