

## The Effect of Organizational Commitment, Transformational Leadership and Work Motivation As Intervening Variables on Job Satisfaction of the Secretariat General of the Ministry of Industry

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### Abstract

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This study aims to analyze the effect of organizational commitment, transformational leadership, and work motivation as intervening variables on job satisfaction of ASN Secretariat General of the Ministry of Industry. The research method used is a quantitative method with a causal associative approach. The sample in this study amounted to 137 people and data processing using Smart PLS 4 software. The results showed that organizational commitment has a significant positive effect on work motivation. Transformational leadership has a significant positive effect on work motivation. Organizational commitment has a positive and insignificant effect on job satisfaction. Transformational leadership has a significant positive effect on job satisfaction. Work motivation has a significant positive effect on job satisfaction. And organizational commitment has a significant positive effect on job satisfaction through work motivation. Transformational leadership has a significant positive effect on job satisfaction through work motivation.

**Keywords:** Organizational Commitment, Transformational Leadership, Work Motivation, Job Satisfaction

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## INTRODUCTION

Since 2019, human resource development has become a top priority in Indonesia's national development strategy. This step aims to accelerate economic growth to improve people's welfare. The importance of HR development is key to winning the increasingly fierce global competition amidst uncertainty, and requires full support from all stakeholders.

Improving the quality of human resources towards superior human beings is closely related to increasing work productivity, which is crucial in facing competition in the midst of dynamic changes in the world of economics, politics and culture. The HR management function is the responsibility of all employees and organizational leaders, both in operations, supervision, and empowerment. An effective organization will focus on HR management to achieve optimal performance.

According to Law of the Republic of Indonesia Number 20 of 2023 concerning State Civil Apparatus, ASN is a profession for civil servants and government employees with work agreements who serve in government agencies. ASN, including civil servants and government employees with work agreements,

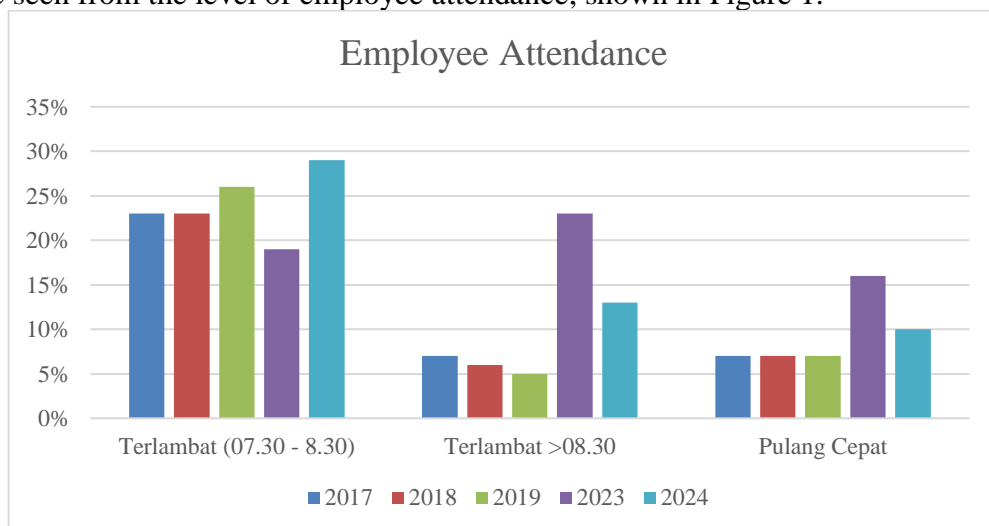
are appointed by civil service officials and receive duties and income in accordance with applicable regulations. ASN management aims to create a professional ASN with high work output, free from political intervention, and clean from corruption, collusion and nepotism practices.

Based on the Regulation of the Minister of Industry of the Republic of Indonesia Number 7 of 2021, the Ministry of Industry is tasked with carrying out government affairs in the industrial sector to support the President. In carrying out its duties, the ministry handles the formulation and implementation of policies related to the development of industrial resources, the development of industrial infrastructure, and the development and supervision of industrial activities.

The Ministry of Industry continues to strive to improve the quality of human resources. One aspect of improving the quality of human resources is employee job satisfaction. Leadership, organizational culture, and motivation are considered the main factors that determine job satisfaction. HR quality can be achieved if employees feel job satisfaction. According to Sutrisno (2019), job satisfaction reflects employee attitudes towards various work situations, including cooperation, rewards, and physical and psychological factors.

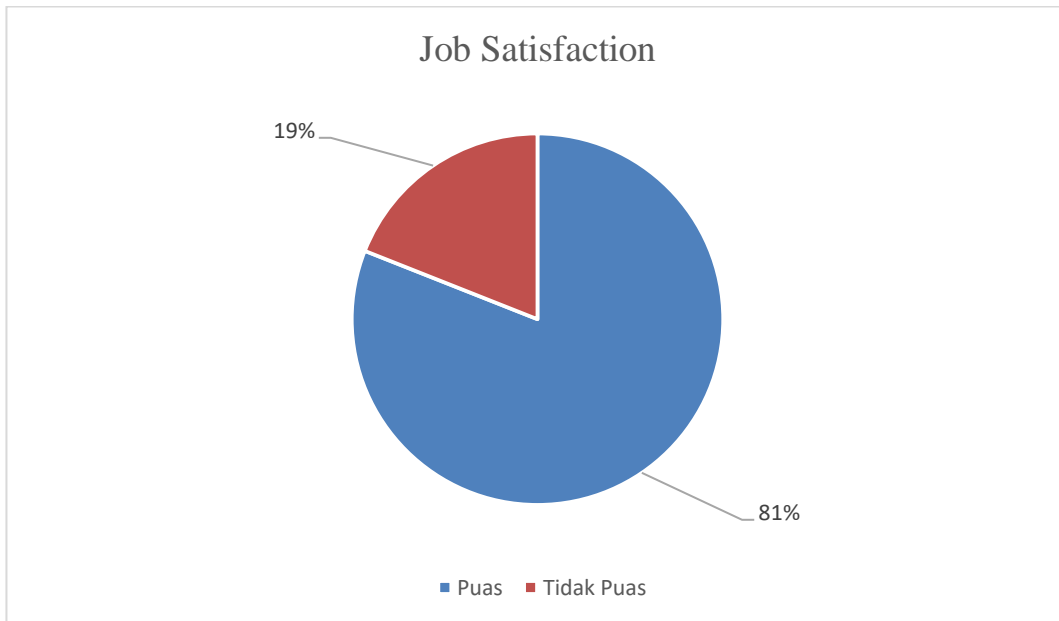
Factors that affect job satisfaction include relationships with colleagues, leaders, work environment, motivation, and organizational culture. When job satisfaction is achieved, employees tend to work optimally, increase productivity and performance optimally (Mangkunegara, 2011).

The discussion about job satisfaction is closely related to the performance of ASN employees at the Ministry of Industry. Based on ASN attendance data from 2017 to 2024, there is a phenomenon of not maximizing job satisfaction, which can be seen from the level of employee attendance, shown in Figure 1.



**Image 1 . Employee Presence 2017 - 2024**

Based on pre-survey data submitted to 30 ASN employees at the Secretariat General of the Ministry of Industry of the Republic of Indonesia regarding job satisfaction, information was obtained that there was a phenomenon of not maximizing job satisfaction. This is measured through the job satisfaction indicators shown in Figure 1 and Table 1.

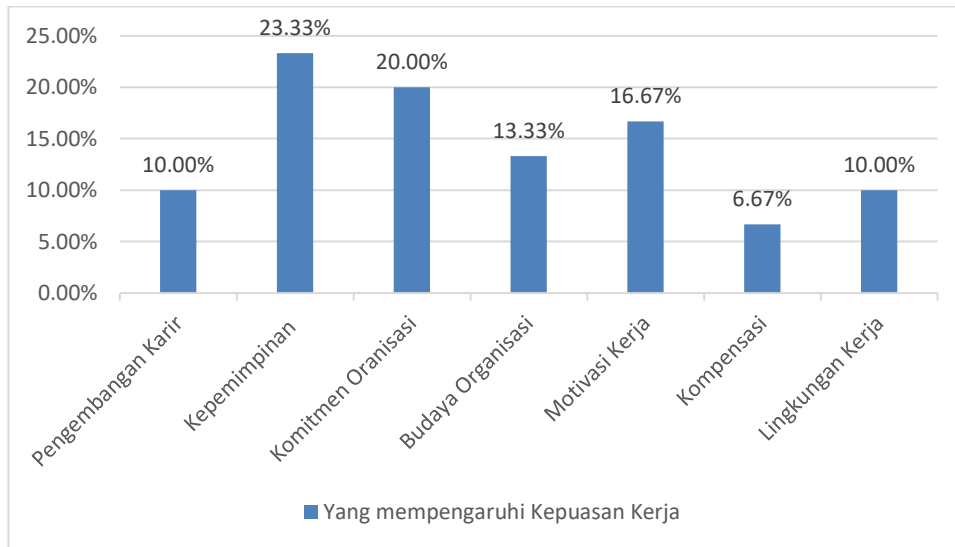


**Image2 . Pre-survey on Job Satisfaction Level**

**Table 1 . Details of Pre-Survey related to Job Satisfaction Level**

No.	Statement	Answer				Ideal Score	
		Agree		Disagree			
1	I am satisfied with my current job.	27	90%	3	10%	30	100%
2	Superiors always provide opportunities for the delivery of ideas or input that may be useful in supporting the achievement of work programs.	24	80%	6	20%	30	100%
3	Superiors have always given direction to subordinates in every job.	24	80%	6	20%	30	100%
4	The organization provides the widest possible opportunity for each employee to be promoted.	27	90%	3	10%	30	100%
5	I have no difficulty in cooperating with my coworkers.	20	67%	10	33%	30	100%

In this pre-survey, competent respondents, consisting of ASN Team leaders at the Secretariat General of the Ministry of Industry of the Republic of Indonesia, were asked to select factors that could influence the lack of job satisfaction of Ministry of Industry employees. From the results of the figure above, it can be seen that there are three factors that most dominantly affect employee morale, namely leadership at 23.3%, organizational commitment at 20%, and motivation at 16.67%.



**Image 3 . Most dominant factor**

To evaluate the impact of managing the three variables on employee job satisfaction, the author conducted a pre-survey measuring the variables of leadership, organizational commitment, and motivation. The survey used a dichotomous scale with the option of agree or disagree, which provides a clear answer (Yuliarmi, 2019).

The results of a pre-survey involving 30 ASN employees at the Secretariat General of the Ministry of Industry RI show that the level of organizational commitment is not optimal. The survey revealed that the level of organizational commitment of employees only reached 81.3%, still below the ideal score of 100%. The author indicates that the lack of optimal leadership can affect the level of job satisfaction of ASN employees at the Ministry of Industry. Details of the pre-survey data on organizational commitment are presented in Table 2.

**Table 2 . Organizational Commitment**

No.	Statement	Answer (%)				Total	Target
		Agree		Disagree			
1	I feel that this organization has contributed a lot to my life.	26	87%	4	13%	30	100
2	I feel part of the family at this organization	23	77%	7	23%	30	100
3	I feel that I have contributed a lot to this organization	25	83%	5	17%	30	100
4	I find it difficult to get another job that pays as well as my current job.	25	83%	5	17%	30	100
5	I feel that the problems that occur in the organization become my problems as well.	23	77%	7	23%	30	100
<b>TOTAL</b>		<b>122</b>	<b>81,30%</b>	<b>28</b>	<b>19%</b>	<b>150</b>	<b>100</b>

According to Table 2, organizational commitment at the Ministry of Industry has not met expectations. This is due to several indicators of organizational commitment that tend to be negative, such as the lack of a sense of belonging among employees, which includes feeling part of the organization's "family". This condition contributes to employees' low loyalty to work, thus reducing the efficiency of their performance.

Research Gap from previous research shows that there is a gap regarding the effect of organizational commitment on job satisfaction. Some studies, such as those conducted by Setiawan HD (2020) and Wahyudi et al. (2021), found that there is a positive and significant effect of organizational commitment on job satisfaction. However, other studies by Ratnasari et al. (2020) and Prasetyaningrum (2020) indicate that organizational commitment does not have a positive and significant effect on job satisfaction.

In this study, the author chose to examine transformational leadership as a research variable, given its important role in dealing with social change, technology, and evolving global challenges. Based on pre-survey data involving 30 employees, it was found that the level of leadership at the Secretariat General of the Ministry of Industry of the Republic of Indonesia had not reached an optimal level. The pre-survey results showed that the level of leadership in task implementation only reached 88.7%, still below the ideal score of 100%. The author suspects that this leadership ineffectiveness has an impact on the level of employee job satisfaction at the Ministry of Industry. Details of the pre-survey data on transformational leadership variables are presented in Table 3.

**Table 3 . Pre-Survey of transformational leadership variables**

No.	Statement	Answer				Total	Target
		Agree		Disagree			
1	Leaders arouse my enthusiasm to do the work	25	83%	5	17%	30	100
2	Leaders communicate about work clearly	28	93%	2	7%	30	100
3	Leaders mingle with staff	25	83%	5	17%	30	100
4	Leaders always pay attention to their subordinates	28	93%	2	7%	30	100
5	Leaders set a good example for their staff.	27	90%	3	10%	30	100
	<b>TOTAL</b>	<b>133</b>	<b>88,70%</b>	<b>17</b>	<b>11%</b>	<b>150</b>	<b>100</b>

According to Table 3, transformational leadership at the Ministry of Industry has not met expectations. This is due to several indicators of transformational leadership that tend to be negative according to employees, such as the attitude of leaders who are less close to staff. This condition results in a lack of emotional connection between leaders and staff, which has an impact on performance that is not maximized.

Furthermore, some previous studies show a research gap regarding the effect of transformational leadership on job satisfaction. Some studies, such as those conducted by Sylvani Jufri A and Laelatul Qodriah S (2020) and Karin M and Prasetio AP (2021), state that transformational leadership has a positive and

significant effect on job satisfaction. However, research conducted by Prayekti and Aji Pangestu K (2022) and Deddy Ahmad (2022) shows that transformational leadership does not have a positive and significant influence on job satisfaction.

Based on the results of a pre-survey involving 30 ASN employees at the Secretariat General of the Ministry of Industry of the Republic of Indonesia, it is known that the level of work motivation in this ministry is not optimal. The pre-survey data shows that the level of employee work motivation only reached 81.3%, which is still below the ideal figure of 100%. The author suspects that the lack of optimal leadership has affected the level of job satisfaction of ASN employees at the Ministry of Industry. Details of the pre-survey data on work motivation variables are presented in Table 1.4.

**Table 4 . Pre-Survey of work motivation variables**

No	Statement	Answer				Ideal Score	
		Agree		Disagree			
1	I always take my work seriously as a form of my sense of responsibility towards my work.	28	93%	2	7%	30	100
2	The organization always recognizes and rewards my work.	23	77%	7	23%	30	100
3	Working in this organization has allowed me to develop my skills	23	77%	7	23%	30	100
4	My current achievements while working are very satisfying.	25	83%	5	17%	30	100
5	I feel happy and unburdened by the burden and responsibility of the work that I currently have to do.	23	77%	7	23%	30	100
TOTAL		122	81,30%	28	19%	150	100

According to Table 4, work motivation in the Ministry of Industry has not reached the expected level. Some indicators regarding work motivation show negative tendencies from employees, such as the feeling that working in this organization will not develop their abilities. This leads to discomfort with monotonous work, which results in a lack of performance efficiency.

Previous research shows that there are research gaps related to the effect of work motivation on job satisfaction. Some studies such as those conducted by Rahayu (2020) and Carvalho (2020) state that work motivation has a positive and significant effect on job satisfaction. However, research by Adam et al. (2021) and Mappamiring (2020) show that work motivation does not have a positive and significant effect on job satisfaction.

Work motivation was chosen as an intervening variable because it is considered capable of mediating the relationship between transformational leadership and organizational commitment with job satisfaction (Sekaran and Bougie, 2016). Previous research shows that job satisfaction variables with work motivation as an intervening variable (Tri Atmojo et al., 2020)).

From the above statement, the problems in this study are identified as follows:

1. The level of job satisfaction of ASN employees of the Ministry of Industry is still not optimal and not as expected.

2. Transformational leadership has not been as expected by employees, especially in terms of leaders mingling with staff, which causes a lack of emotional connection between leaders and staff, so work is not maximized.
3. The level of organizational commitment of employees is still not optimal, especially in terms of being part of the family in the organization, which causes a lack of employee loyalty to work, so that work is not optimal.
4. The level of employee work motivation is not as expected, especially in terms of employees feeling that working at this agency will not develop their abilities, which causes discomfort with monotonous work so that employees work not optimally.

Based on the phenomenon of work satisfaction problems that are not optimal and the existence of research gaps, namely differences in the results of previous studies that show positive and negative results regarding the relationship between variables, researchers feel the need to conduct further research with the title: "The Effect of Organizational Commitment, Transformational Leadership, and Work Motivation as Intervening Variables on Job Satisfaction of ASN Employees of the Ministry of Industry.

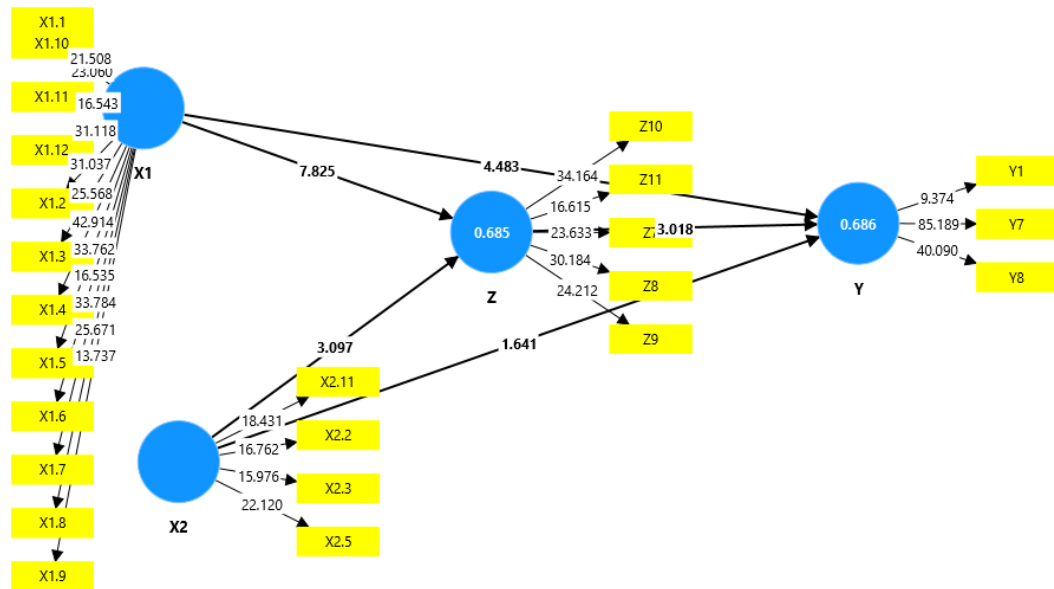
## **RESEARCH METHOD**

The method used in this research is quantitative method. The quantitative approach, which is based on the philosophy of positivism, is applied to examine a specific population or sample. This research is included in the type of causal associative research, which is research that examines the relationship between two or more variables to determine the existence of a causal relationship (Sugiyono, 2019). In this study, the population used was ASN employees at the Bureau within the Secretariat General of the Ministry of Industry, with the sample used totaling 137 people. The data collection techniques used were observation, interviews, questionnaires, and documentation. The method used in this Likert scale is the Five-bos method. For quantitative approach research, before entering the testing stage the discussion begins by describing the respondents or research variables, the data analysis used in this study is descriptive data analysis, structural equation modeling (SEM) partial least square (PLS), hypothesis testing evaluation (Path Coefficient Estimation), and sobel test Kasmir, 2022).

## **RESULTS AND DISCUSSION**

### **Results**

Significance testing is used to test whether there is an effect of exogenous variables on endogenous variables. In smart pls to test the significance of the path coefficient using bootstrap. Hypothesis test calculations can be seen from the path coefficient, namely the t-statistic value of the relationship between variables in the study. The test criteria state that if the T-statistics value  $\geq$  T-table (1.96) or the P-value  $<$  significant alpha 5% or 0.05, it is stated that there is a significant effect of exogenous variables on endogenous variables (Haryono, 2017). Hypothesis testing using SmartPLS software can be seen as follows:



**Figure 4 . Path diagram of t-statistic value (Bootstrapping)**

In the figure above is the result of bootstrapping the calculation of the research hypothesis test, the numbers in the figure are the value of the t test between variables and variables with indicators (Ghozali & Latan, 2015).

**Table 5 . Hypothesis Test based on path coefficient**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV)	P values	Ket
X1 -> Y	0,436	0,434	0,097	4,483	0	Significant Positive Influence
X1 -> Z	0,644	0,639	0,082	7,825	0	Significant Positive Influence
X2 -> Y	0,131	0,131	0,08	1,641	0,101	Positively Affected not Significant
X2 -> Z	0,244	0,25	0,079	3,097	0,002	Significant Positive Influence
Z -> Y	0,333	0,332	0,11	3,018	0,003	Significant Positive Influence
X1 -> Z -> Y	0,214	0,212	0,076	2,811	0,005	Significant Positive Influence
X2 -> Z -> Y	0,081	0,082	0,037	2,17	0,03	Significant Positive Influence

Based on Table 5, it can be seen that the results of hypothesis testing on the hypotheses in this study are as follows:

- H1: Organizational Commitment (X2) has a significant positive effect on Work Motivation (Z)**

From Table 5, it is known that the organizational commitment variable on work motivation has an original sample value of 0.244, which indicates that the relationship between organizational commitment and work motivation is positive. The t-statistic value is 3.097 and the p value is 0.002, which means that organizational commitment has a significant effect

on work motivation. So, hypothesis H1 which states that "organizational commitment has a positive and significant effect on work motivation" is accepted. In conclusion, employees of the Secretariat General of the Ministry of Industry with a high level of organizational commitment are more motivated in carrying out their duties and responsibilities.

2. **H2: Transformational Leadership (X1) has a significant positive effect on Work Motivation (Z)**

According to Table 5, the transformational leadership variable on work motivation has an original sample value of 0.644, which indicates a positive relationship between transformational leadership and work motivation. The statistical t value of 5.443 ( $>1.96$ ) and the p value of 0.000  $<0.05$  indicate that transformational leadership has a significant effect on work motivation. Therefore, hypothesis H2 which states "Transformational leadership has a significant positive effect on work motivation" is accepted. It can be concluded that the application of good transformational leadership by leaders can increase the work motivation of employees of the Secretariat General of the Ministry of Industry.

3. **H3: Organizational Commitment (X2) has a positive and insignificant effect on job satisfaction (Y).**

From Table 5, it is known that the organizational commitment variable on job satisfaction has an original sample value of 0.131, which indicates a positive relationship between organizational commitment and job satisfaction. However, the statistical t value of 1.642 and the p value of 0.101 indicate that organizational commitment has no significant effect on job satisfaction. Therefore, hypothesis H3 which states that "organizational commitment has a positive and significant effect on job satisfaction" is not accepted.

4. **H4: Transformational leadership (X1) has a significant positive effect on job satisfaction (Y).**

Based on Table 5, the transformational leadership variable on job satisfaction has an original sample value of 0.436, which indicates a positive relationship between transformational leadership and job satisfaction. The t-statistic value of 4.483 and the p value of 0.000 indicate that transformational leadership has a significant effect on job satisfaction. Thus, hypothesis H4 which states that "Transformational leadership has a positive and significant effect on job satisfaction" is accepted. Thus, the application of good transformational leadership by leaders can increase the job satisfaction of ASN employees of the Secretariat General of the Ministry of Industry.

5. **H5: Work Motivation (Z) has a significant positive effect on Job Satisfaction (Y).**

According to Table 5, the work motivation variable on job satisfaction has an original sample value of 0.333, which indicates that work motivation has a significant effect on job satisfaction. Therefore, hypothesis H5 which states that "work motivation has a positive and significant effect on job satisfaction" is accepted. In conclusion, ASN employees of the

Secretariat General of the Ministry of Industry with high work motivation tend to experience increased job satisfaction.

**6. H6: Organizational commitment (X2) has a positive and significant effect on job satisfaction (Y) through work motivation (Z).**

Based on Table 5, the organizational commitment variable on job satisfaction through work motivation has an original sample value of 0.081, which shows a positive relationship between organizational commitment and job satisfaction through work motivation. The statistical t value of 2.170 and the p value of 0.030 indicate that organizational commitment has a significant effect on job satisfaction through work motivation. So, hypothesis H6 which states that "organizational commitment has a positive and significant effect on job satisfaction through work motivation" is accepted. In conclusion, ASN employees of the Secretariat General of the Ministry of Industry with high organizational commitment will feel more motivated to achieve goals, which in turn can increase job satisfaction.

**7. H7: Transformational leadership (X1) has a positive and significant effect on job satisfaction (Y) through work motivation (Z).**

From Table 5, the transformational leadership variable on job satisfaction through work motivation has an original sample value of 0.214, which indicates a positive relationship between transformational leadership and job satisfaction through work motivation. The statistical t value of 2.811 and the p value of 0.005 indicate that transformational leadership has a significant effect on job satisfaction through work motivation. Thus, hypothesis H7 which states that "transformational leadership has a positive and significant effect on job satisfaction through work motivation" is accepted.

## **DISCUSSION**

### **1. Organizational commitment to work motivation**

Based on the research analysis, hypothesis 1 is accepted, indicating a positive and significant influence of organizational commitment on ASN work motivation at the Secretariat General of the Ministry of Industry. ASNs who have high organizational commitment will be more motivated in carrying out their duties and functions. They feel happy and proud to be part of the organization, thus showing responsibility for the work and results achieved. This is supported by the discipline of ASN employees in terms of attendance, satisfactory quality of work results, and loyalty in carrying out their duties as public servants...

This research is consistent with the results obtained by Tri Atmojo et al. (2022) at the Directorate General of Foreign Trade, an echelon 1 unit at the Ministry of Trade of the Republic of Indonesia, and Prasetyaningrum's research (2020) which states that organizational commitment has a positive and significant effect on work motivation. The better the organizational commitment, the more work motivation increases.

### **2. Transformational Leadership on work motivation**

Based on the results of the research analysis, hypothesis 2 is accepted and shows that transformational leadership has a positive and significant influence on ASN work motivation at the Secretariat General of the Ministry of Industry.

Transformational leadership applied at the Secretariat General of the Ministry of Industry is one of the important factors that increase employee work motivation. ASN at the Secretariat General of the Ministry of Industry feels motivated by the transformational leadership implemented by the leadership, so they are encouraged to work optimally in carrying out their main duties and functions.

This research is consistent with the findings of Yanto, Y & Aulia, I.B (2021) and Aisyaturrido, Wibowo, I and Nuridin (2021), which state that transformational leadership has a positive and significant effect on work motivation. Good transformational leadership is able to encourage or motivate individuals in the company to work optimally, thereby achieving good performance and in accordance with company goals.

### **3. Organizational commitment to job satisfaction**

Based on the results of the research analysis, it is known that hypothesis 3 is not accepted and it is stated that there is an insignificant positive effect of organizational commitment on job satisfaction of ASN Secretariat General of the Ministry of Industry. Job satisfaction is a complex construct and is influenced by various factors. Although organizational commitment reflects employees' attachment and loyalty to the organization, job satisfaction is often more influenced by other variables such as working conditions, rewards, internal policies, and support from leaders. Within the Secretariat General of the Ministry of Industry, these factors may have a stronger influence so that the direct effect of organizational commitment is not significant enough to determine the level of job satisfaction.

In addition, there are different perceptions and dynamics of the organizational context, where in certain situations employees can show high commitment as a form of responsibility or loyalty to the institution, even though their job satisfaction is not ideal. This indicates that the relationship between commitment and job satisfaction may not be linear, or even reversed, where job satisfaction can be a factor that influences the level of commitment. In addition, the influence of other variables, particularly transformational leadership, may play a more dominant mediating role in shaping job satisfaction, making the direct relationship between organizational commitment and job satisfaction statistically insignificant.

### **4. Transformational leadership on job satisfaction**

Based on the results of the research analysis, it is known that hypothesis 4 is accepted, which shows that there is a positive and significant effect of transformational leadership on ASN job satisfaction at the Secretariat General of the Ministry of Industry. This finding is in line with research conducted by Karin, M. & Prasetyo, A.P (2021) on employees of PT Binajasa Abadikarya and research by Khoso et al. (2021), which also states that transformational leadership contributes positively and significantly to job satisfaction. This shows that the better the application of transformational leadership, the more employee job satisfaction increases.

Leaders at the General Secretariat of the Ministry of Industry can apply transformational leadership styles effectively, creating a work environment that supports and motivates and enables employees' personal growth. Employees feel involved, valued and supported in achieving organizational goals, which further increases their job satisfaction. This can be seen through one of the activities of the

leader who conducts an evaluation meeting of the work done by employees. In the meeting, the leader provides assessment, direction, and plans for the next step based on the employee's work. This step shows the leader's concern for employee performance, makes employees feel cared for, and can increase their job satisfaction for the work achieved.

#### **5. Work motivation on job satisfaction**

Based on the results of the research analysis, it is known that hypothesis 5 is accepted, which shows a positive and significant effect of work motivation on ASN job satisfaction at the Secretariat General of the Ministry of Industry. This finding is in line with research by Carvalho et al. (2020) involving 505 Cooperativa Cafe employees and research by Aisyaturrido et al. (2021) on 62 employees of PT Trinitan Plastic Industries, both of which state that work motivation has a positive and significant effect on job satisfaction. This shows that high work motivation tends to increase job satisfaction.

Employees need to be motivated in carrying out their work activities. In addition, companies are considered necessary to create and maintain conditions in which employees always feel motivated to work. Work motivation plays an important role in supporting and increasing the job satisfaction of ASN employees at the Secretariat General of the Ministry of Industry, which in turn has an impact on employee responsibility in carrying out their duties and functions. Employees with high work motivation will work with more enthusiasm and optimally, utilizing their abilities, skills and knowledge to complete work with full responsibility.

#### **6. Organizational commitment to job satisfaction through work motivation**

Based on the research analysis, it is known that hypothesis 6 is accepted, which shows that organizational commitment has a significant positive influence on job satisfaction through ASN work motivation at the Secretariat General of the Ministry of Industry. This finding is in line with previous research conducted by Tri Atmojo et al. (2022) at the Directorate General of Foreign Trade and Prasetyaningrum's research, D. (2020) on employees of PT Pertamina RU IV (Persero) Cilacap, which also states that organizational commitment has a positive and significant effect on job satisfaction through work motivation.

This suggests that when employees have a high level of organizational commitment, a positive impact on their work motivation will occur. Employees who feel connected to the organization, understand and support the organization's goals, tend to have a greater drive to make maximum contributions. High work motivation, in turn, positively influences job satisfaction. Employees who are driven to achieve goals and feel satisfied with their work will generally feel more satisfied overall.

ASN at the Secretariat General of the Ministry of Industry shows a high level of organizational commitment. They not only work to achieve targets, but also fully adopt shared values and goals. Their engagement is seen in the way they carry out their duties diligently, seek innovative solutions, and continue to contribute to the advancement of industry in Indonesia. The job satisfaction they feel creates positive energy that supports productivity and innovation. The General Secretariat of the Ministry of Industry is a place where every individual feels fully engaged, driven by strong motivation and shared goals.

## **7. Transformational leadership on job satisfaction through work motivation**

Based on the results of the research analysis, it is known that hypothesis 7 is accepted, which shows that transformational leadership has a positive and significant influence on job satisfaction through ASN work motivation at the Secretariat General of the Ministry of Industry. This finding is in line with previous research conducted by Hartati, I, et al. (2023) on civil servants in Lamandau Regency and research by Suyanto et al. (2020) on employees of the Muhammadiyah Lamongan Hospital, which states that transformational leadership has a positive and significant effect on job satisfaction through work motivation.

This indicates that the transformational leadership style applied with strong motivation can increase employee satisfaction with the company. Leaders at the Secretariat General of the Ministry of Industry have succeeded in encouraging employee motivation by conducting direct discussions in internal meetings to communicate work progress and evaluate achievements made by employees. In addition, leaders provide examples and directions to all employees so that they are motivated in carrying out their duties and functions in line with the vision and mission of the organization. Direct communication between leaders and all employees also helps to shorten the distance between them, making employees feel cared for, which in turn has a positive impact on work motivation and leads to increased job satisfaction.

## **CONCLUSIONS**

Based on the results of the research conducted, it can be concluded that Organizational Commitment and Transformational Leadership have a significant influence on work motivation and job satisfaction of ASN at the Secretariat General of the Ministry of Industry. ASNs with a high level of organizational commitment tend to be more motivated in carrying out their duties and responsibilities, which in turn has a positive impact on job satisfaction. Likewise, the application of good transformational leadership can increase ASN motivation and job satisfaction. In addition, work motivation is proven to act as a mediating variable in the relationship between organizational commitment and transformational leadership on job satisfaction. In other words, both organizational commitment and transformational leadership can increase ASN job satisfaction directly or indirectly through increased work motivation.

Based on the research findings, the advice that can be given to organizations is to maintain and improve leadership training programs that are able to make leaders a source of inspiration for the team. This training should include storytelling skills, persuasive communication, and empathy in leadership. In addition, leaders are expected to continue to motivate employees through appreciation and positive feedback given systematically, as well as through reward programs for outstanding employees. Organizations are also advised to continue to cultivate rewards and appreciation, both formally and informally, such as direct thanks or performance-based awards. Efforts to improve employees' abilities and skills also need to be strengthened through competency-based training relevant to daily tasks. Finally, open communication between superiors and subordinates needs to be maintained

through regular discussion forums to support effective problem solving and strengthen working relationships.

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