

The Influence Of Leadership, Commitment, And Motivation On Employee Performance, Mediated By Job Satisfaction, In Belitung Land Offices

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ABSTRACT

This study aims to analyze the effect of leadership style, organizational commitment, and motivation on employee performance with job satisfaction as a mediating variable in the Belitung Regency Land Office and the East Belitung Regency Land Office. The method used in this research is quantitative with primary data collection through questionnaires. The sample used in this study was the entire population of employees of the Belitung Regency Land Office and the East Belitung Regency Land Office totaling 110 people. The data analysis technique used SEM PLS with the Smart PLS 4 application. The results showed the following: Leadership style has a significant and positive effect on job satisfaction; organizational commitment has a significant and positive effect on job satisfaction; work motivation has a significant and positive effect on job satisfaction; leadership style has no significant effect on employee performance; organizational commitment has no significant effect on employee performance; work motivation has a significant and positive effect on employee performance; job satisfaction has a significant and positive effect on employee performance; leadership style has a significant effect on employee performance through job satisfaction as a mediating variable; organizational commitment also has a significant effect on employee performance through job satisfaction; and work motivation is proven to have a significant effect on employee performance through job satisfaction.

KEYWORDS

Leadership Style, Organizational Commitment, Work Motivation, Job Satisfaction and Employee Performance



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INTRODUCTION

Public sector organizations are currently facing increasing pressure to enhance the quality and efficiency of their services (Pradana Putra Rumpaidus & Fauzi, 2022). These organizations recognize that providing high-quality services directly impacts sustainability and competitive advantage (Serafim & Veríssimo, 2021). Public organizations must deliver superior services to build strong teams, thereby improving efficiency, effectiveness, quality, and accountability (Boesen & Pedersen, 2016). Government participation is inseparable from programs that provide benefits to society, ensuring the sustainability of government services (Hariguna et al., 2021). Employees in the public sector must focus on service and invest wholeheartedly in their work (Valor-Segura et al., 2020). Organizations must also create conditions that encourage employees to develop their abilities, skills, and performance optimally (Bagis et al., 2020). Organizations with highly productive employees can achieve their targets more effectively, allowing them to remain competitive and sustainable in the long term (Bagis et al., 2021).

Performance refers to the behavioral skills employees use to perform various aspects of their jobs, contributing to organizational goals. The ability, knowledge, skills, and experience of employees represent human capital, which forms the foundation of an organization's capacity to manage its tasks (Ahn & Kim, 2017). Organizational intangible assets include the ability to utilize human resources and complex processes within functional departments while ensuring process efficiency (Xu et al., 2019). Human resources are an essential component of

any organization, including government agencies, as they serve both as drivers and implementers of organizational functions (Misnan et al., 2023). Competitive advantage stems from organizational skills, while human capital is both a resource and an asset of the organization (Ma et al., 2020).

Public sector organizations must invest in human capital, especially in a fast-changing environment where employees need to possess strong experience, expertise, and capabilities (Ali et al., 2021). Employees' positive work attitudes are the most valuable assets for an organization. Work attitude refers to employees' behavioral intentions toward their tasks, representing a bridge between knowledge, skills, and abilities (Xu et al., 2019). Such attitudes include dedication to the organization, professional commitment, and service-oriented organizational citizenship behavior (Grego-Planer, 2019). Many dimensions of work attitude such as motivation, loyalty, dedication, and willingness to provide quality service determine employee performance (Ma et al., 2020).

The success of any organization is highly dependent on human resources, prompting management to formulate policies that can enhance employee performance (Rahmatullah & Kasmir, 2023). Key factors influencing performance include leadership style, organizational commitment, and employee motivation. Previous studies have shown varying results regarding the relationship between leadership, organizational commitment, work motivation, job satisfaction, and performance. Leadership, in particular, has been a topic of academic interest for decades, often defined as the interaction and relationship where one person influences, motivates, or empowers others to achieve certain goals (Łukowski, 2017; Reed et al., 2019). Organizations often face dilemmas in determining the most effective leadership style (Abdullahi & Anarfo, 2020).

Effective leadership is crucial for organizational success, particularly in public sector organizations that face urgent demands for leadership development (Eckardt et al., 2021). Another critical factor influencing employee performance is organizational commitment. Higher commitment levels among employees correlate with better performance outcomes. Committed employees are more likely to contribute effectively to organizational productivity compared to those with lower levels of commitment. Motivation is also essential, as numerous studies have shown that it has a significant positive impact on employee performance (Ghaffari et al., 2020). Motivation encourages employees to be responsible, creative, energetic, hardworking, and work-oriented (Korlén et al., 2017).

Job satisfaction is another factor influencing employee performance. Satisfaction reflects an employee's emotional response toward various aspects of their job (Kreitner & Kinicki, 2014). When employees feel satisfied with supervision, work conditions, or recognition, their motivation and performance increase. However, research findings vary on the interplay of leadership, organizational commitment, motivation, and job satisfaction. Some studies highlight strong correlations, while others reveal insignificant or even negative impacts (Niam & Syah, 2019; Rahmatullah & Kasmir, 2023). Therefore, this study explores these relationships further, focusing on the mediating role of job satisfaction.

The Land Office of Belitung Regency and East Belitung Regency, operating under the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (*ATR/BPN*), is responsible for land administration and service delivery in the Bangka Belitung Islands Province. The performance of these offices is evaluated annually based on physical

achievements and budget realization, including *Rupiah Murni (RM)* and *Penerimaan Negara Bukan Pajak (PNBP)*. Recent findings indicate a decline in employee performance, largely due to leadership styles, low motivation, weak organizational commitment, and insufficient job satisfaction. An initial survey conducted through interviews with 10 employees revealed ineffective leadership as a major issue, with limited guidance and support from management affecting work attendance and overall productivity.

Low work motivation is another contributing factor to declining performance at the Land Office. Employees who lack incentives, career development opportunities, or challenging tasks may lose the drive to achieve organizational goals. Similarly, low organizational commitment reduces employees' willingness to contribute fully to the organization's mission. A lack of clear communication, limited involvement in decision-making, or perceived unfair treatment can lead to disengagement. Additionally, job dissatisfaction caused by poor working conditions, inadequate compensation, or lack of recognition further hinders performance.

Public sector organizations are increasingly pressured to enhance service quality and efficiency, as these factors directly impact sustainability and competitive advantage. The Land Office of Belitung and East Belitung, responsible for land administration and service delivery, faces declining employee performance due to ineffective leadership, low motivation, weak organizational commitment, and job dissatisfaction. This decline hampers the office's ability to meet its targets, ultimately affecting public service delivery. Addressing these issues is urgent, as improving employee performance is critical for organizational success, especially in government agencies where service quality directly influences public trust and satisfaction. Understanding the interplay of leadership, commitment, motivation, and job satisfaction can provide actionable insights to revitalize employee performance and ensure the office fulfills its mandate effectively.

Previous studies have explored the relationships between leadership, organizational commitment, motivation, job satisfaction, and employee performance, yet findings remain inconsistent. Some research highlights strong correlations, while others reveal insignificant or even negative impacts. For instance, while leadership styles are often linked to performance, their direct effects can be mediated by factors like job satisfaction or organizational culture. Similarly, organizational commitment and motivation have been shown to influence performance, but the mechanisms underlying these relationships are not fully understood. These inconsistencies underscore the need for further investigation, particularly in public sector contexts where bureaucratic structures and unique challenges may alter these dynamics. A deeper examination of these variables can clarify their roles and interactions, contributing to more robust theoretical and practical frameworks.

Despite extensive research, gaps persist in understanding how job satisfaction mediates the effects of leadership, commitment, and motivation on employee performance, especially in public sector settings. Many studies focus on direct relationships, overlooking the mediating role of job satisfaction, which may explain why some findings are inconclusive. Additionally, research in government agencies, particularly in regions like Belitung, remains limited, creating a contextual gap. This study addresses these gaps by examining job satisfaction as a mediator, offering a more nuanced understanding of the pathways through which leadership, commitment, and motivation influence performance. The novelty lies in its focus on a specific

public sector context, providing tailored insights that can inform localized human resource strategies while contributing to broader organizational behavior literature.

The objectives of this research are to analyze the influence of leadership style, organizational commitment, and work motivation on employee performance, with job satisfaction as a mediating variable. By testing these relationships, the study aims to identify key drivers of performance and the mechanisms through which they operate. The findings will benefit public sector managers by offering evidence-based strategies to enhance employee performance through targeted interventions in leadership practices, commitment-building initiatives, and motivation systems. Furthermore, the research contributes to academic discourse by validating or challenging existing theories in a unique context, paving the way for future studies to explore these dynamics in diverse organizational settings. Ultimately, this study seeks to bridge the gap between theory and practice, providing actionable recommendations to improve organizational effectiveness in the public sector.

RESEARCH METHOD

This study used a quantitative research approach to examine the influence of leadership style, organizational commitment, and work motivation on employee performance, with job satisfaction as a mediating variable. Quantitative research collected numerical data and applied statistical analysis to test hypotheses and relationships among variables (Henryadi, 2019; Sugiyono, 2019). The study used primary data collected through structured questionnaires distributed to 110 employees of the Belitung Regency Land Office and the East Belitung Regency Land Office, supported by secondary data from organizational reports, productivity records, and relevant literature. Data collection was conducted through an online survey method via Google Forms to ensure efficiency and wider respondent reach (Sugiyono, 2019).

The research instrument was based on operational definitions of variables: leadership style (X1) referred to leader behavior based on the Path-Goal Theory; organizational commitment (X2) reflected employee loyalty; work motivation (X3) measured willingness to achieve organizational goals; job satisfaction (M) indicated employees' positive feelings toward their jobs; and employee performance (Y) was assessed through quality, quantity, timeliness, and teamwork. The sampling technique used was purposive sampling, involving the entire population of 110 employees who met the research criteria (Hardani et al., 2020).

Leadership style plays a crucial role in shaping employee productivity and overall organizational performance. Effective leadership fosters a supportive work environment, enhances engagement, and promotes innovative work behavior, leading to improved employee outcomes (Aisah & Wardani, 2020; Selvarajan et al., 2018; Aferi et al., 2023). Organizational commitment reflects employees' loyalty and their willingness to contribute to organizational goals. High commitment improves retention, work engagement, and performance (Azmy, 2022; Widyaningrum & Rachman, 2019; Suprihartini, 2023). Empirical studies show a significant positive effect of organizational commitment on employee performance (Achmad, 2023; Dahmardeh & Nastiezaie, 2019; Sukmawati et al., 2023).

Work motivation drives employees to exert effort and improve their performance. Prior studies confirm the positive impact of motivational factors, such as rewards, recognition, and incentives, on employee outcomes (Ghaffari, Burgoyne, & Nazri, 2020; Olugboyega, 2023; Kurniawan & Rizki, 2022). Furthermore, the leadership styles influence employees'

perceptions of fairness, comfort, and engagement at work. Supportive leadership fosters higher job satisfaction and commitment (Selvarajan et al., 2018; Alamanda et al., 2022; Zuraik & Kelly, 2019). Employees with strong organizational commitment tend to feel more satisfied with their roles and responsibilities. Studies have shown that commitment significantly enhances job satisfaction (Sukmawati et al., 2023; Manel et al., 2022; Achmad, 2023). Furthermore, motivated employees tend to perceive their jobs more positively and feel greater satisfaction. Prior research indicates that motivation significantly increases job satisfaction (Wijaya et al., 2023; Novitasari et al., 2023).

Job satisfaction enhances employees' willingness to perform better and reduces turnover intention. Higher satisfaction has been found to improve overall employee performance (Devi & Sulistywati, 2018; Nadhiroh, 2019). Supportive leadership improves job satisfaction, which consequently enhances employee performance (Selvarajan et al., 2018; Sukmawati et al., 2023). Employees with stronger organizational commitment experience higher job satisfaction, which positively influences their performance (Achmad, 2023; Sukmawati et al., 2023). Work motivation enhances job satisfaction, which subsequently drives higher performance levels (Wijaya et al., 2023; Novitasari et al., 2023). Therefore, the conceptual framework in this study is formulated as follows:

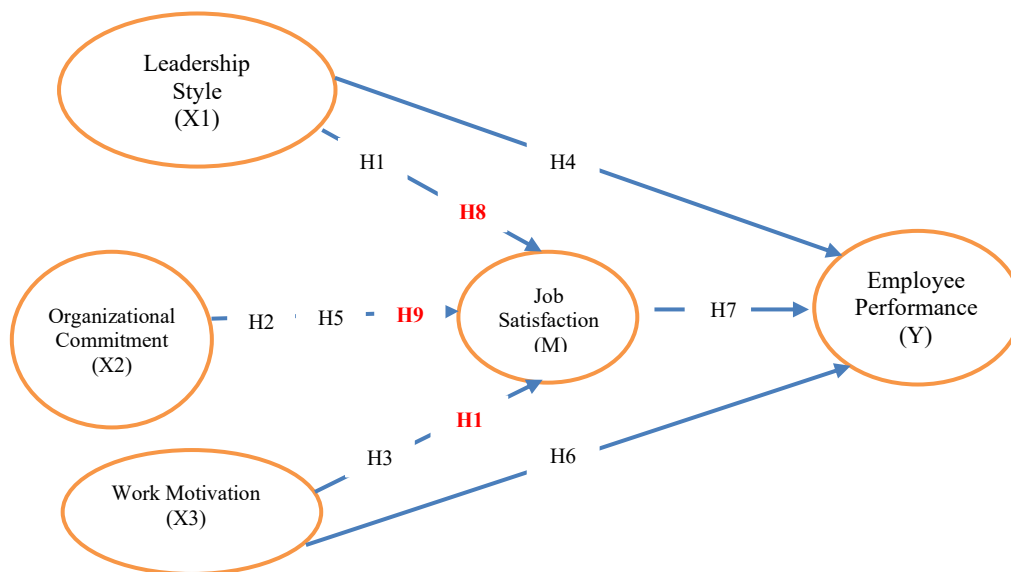


Figure 1. Diagram Conceptual Framework

The hypothesis testing in this study is as follows:

- H1** : Leadership style has a positive and significant effect on employee performance.
- H2** : Organizational commitment has a positive and significant effect on employee performance.
- H3** : Work motivation has a positive and significant effect on employee performance.
- H4** : Leadership style has a positive and significant effect on job satisfaction.
- H5** : Organizational commitment has a positive and significant effect on job satisfaction.
- H6** : Work motivation has a positive and significant effect on job satisfaction.
- H7** : Job satisfaction has a positive and significant effect on employee performance.
- H8** : Job satisfaction significantly mediates the effect of leadership style on employee performance.

H9 : Job satisfaction significantly mediates the effect of organizational commitment on employee performance.

H10 : Job satisfaction significantly mediates the effect of work motivation on employee performance.

RESULT AND DISCUSSION

In Partial Least Square (PLS), there are two stages of model evaluation used, which include the measurement model (outer model) and the structural model (inner model). The purpose of these two stages of model evaluation is to assess the validity and reliability of a model. A research concept and model cannot be tested in a predictive model of relational and causal relationships if it has not passed the purification stage in the measurement model.

The Measurement Model (Outer Model)

The first stage in PLS-SEM is measurement model evaluation, testing construct validity through convergent and discriminant validity, ensuring strong correlations with indicators and weak correlations with other constructs.

Convergent Validity

Convergent validity ensures that indicators measuring the same construct are highly correlated. Using SmartPLS, it is assessed through loading factor values (>0.7 for confirmatory, $0.6\text{--}0.7$ for exploratory) and AVE (>0.5) (Riyanto & Setyorini, 2024:69). Initial testing showed several invalid indicators with loading factors below 0.7: leadership style (1 item: GK_04), organizational commitment (6 items: KO_02, KO_03, KO_08, KO_09, KO_10, KO_11), work motivation (1 item: MO_14), job satisfaction (10 items: KK_01, KK_02, KK_04, KK_05, KK_06, KK_07, KK_08, KK_09, KK_13, KK_14), and employee performance (2 items: KJ_06, KJ_10). Due to many invalid statement items that did not exceed the minimum threshold of 0.7, data reduction was necessary by removing invalid statement items and retesting the remaining items.

Table 1. Loading Factor Before and After Reduction

Variable	Indicator	Loading Factor (Before)	Status	Loading Factor (After)	Status
Leadership Style	GK_01	0.856	Valid	0.852	Valid
	GK_02	0.886	Valid	0.879	Valid
	GK_03	0.786	Valid	0.784	Valid
	GK_04	0.586	Invalid	–	–
	GK_05	0.823	Valid	0.806	Valid
	GK_06	0.889	Valid	0.895	Valid
	GK_07	0.846	Valid	0.855	Valid
	GK_08	0.866	Valid	0.875	Valid
	GK_09	0.874	Valid	0.882	Valid
	GK_10	0.880	Valid	0.884	Valid
	GK_11	0.853	Valid	0.861	Valid
	GK_12	0.886	Valid	0.889	Valid
	GK_13	0.807	Valid	0.808	Valid
	GK_14	0.849	Valid	0.855	Valid
Organizational Commitment	KO_01	0.793	Valid	0.849	Valid
	KO_02	0.647	Invalid	–	–
	KO_03	0.460	Invalid	–	–
	KO_04	0.800	Valid	0.827	Valid
	KO_05	0.840	Valid	0.855	Valid
	KO_06	0.827	Valid	0.850	Valid
	KO_07	0.811	Valid	0.869	Valid
	KO_08	0.660	Invalid	–	–
	KO_09	0.120	Invalid	–	–
	KO_10	0.550	Invalid	–	–
	KO_11	0.664	Invalid	–	–
Work Motivation	MO_01	0.820	Valid	0.827	Valid
	MO_02	0.746	Valid	0.751	Valid
	MO_03	0.770	Valid	0.774	Valid
	MO_04	0.797	Valid	0.801	Valid
Job Satisfaction	MO_05	0.778	Valid	0.779	Valid
	MO_06	0.821	Valid	0.815	Valid
	MO_07	0.810	Valid	0.817	Valid
	MO_08	0.828	Valid	0.831	Valid
	MO_09	0.792	Valid	0.797	Valid
	MO_10	0.801	Valid	0.805	Valid
	MO_11	0.756	Valid	0.757	Valid
	MO_12	0.780	Valid	0.767	Valid
	MO_13	0.760	Valid	0.760	Valid
	MO_14	0.665	Invalid	–	–
Employee Performance	KK_01	0.562	Invalid	–	–
	KK_02	0.669	Invalid	–	–
	KK_03	0.733	Valid	0.739	Valid
	KK_04	0.623	Invalid	–	–
	KK_05	0.546	Invalid	–	–
	KK_06	0.522	Invalid	–	–
	KK_07	0.603	Invalid	–	–
	KK_08	0.609	Invalid	–	–
	KK_09	0.641	Invalid	–	–
	KK_10	0.775	Valid	0.776	Valid
	KK_11	0.715	Valid	0.742	Valid
	KK_12	0.732	Valid	0.727	Valid
	KK_13	0.691	Invalid	–	–
	KK_14	0.664	Invalid	–	–
	KK_15	0.811	Valid	0.872	Valid
	KK_16	0.798	Valid	0.877	Valid
	KK_17	0.728	Valid	0.796	Valid
Job Satisfaction	KJ_01	0.867	Valid	0.878	Valid
	KJ_02	0.792	Valid	0.804	Valid

KJ_03	0.792	Valid	0.793	Valid
KJ_04	0.730	Valid	0.733	Valid
KJ_05	0.787	Valid	0.783	Valid
KJ_06	0.633	Invalid	–	–
KJ_07	0.833	Valid	0.828	Valid
KJ_08	0.804	Valid	0.806	Valid
KJ_09	0.812	Valid	0.824	Valid
KJ_10	0.836	Valid	0.843	Valid
KJ_11	0.520	Invalid	–	–
KJ_12	0.880	Valid	0.871	Valid

KJ_13	0.838	Valid	0.842	Valid
KJ_14	0.853	Valid	0.860	Valid
KJ_15	0.759	Valid	0.757	Valid

Based on the loading factor validity test results after reduction, all indicators met the convergent validity requirements with loading factor values above 0.7. The leadership style variable had 13 valid indicators, organizational commitment had 5 valid indicators, work motivation had 13 valid indicators, job satisfaction had 7 valid indicators, and employee performance had 13 valid indicators.

Next, testing was conducted with Average Variance Extracted (AVE). A model has good convergent validity if the AVE value is greater than 0.5 (Riyanto & Setyorini, 2024:73).

Table 2. Average Variance Extracted (AVE)

Variable	AVE	Cut-off	Status
Leadership Style	0.734	0.500	Valid
Organizational Commitment	0.723	0.500	Valid
Work Motivation	0.626	0.500	Valid
Job Satisfaction	0.627	0.500	Valid
Employee Performance	0.669	0.500	Valid

All variables have AVE values above 0.5, indicating that all exogenous latent variables (leadership style, organizational commitment, work motivation) and endogenous variables (employee performance) as well as mediation variables (job satisfaction) in the estimated model meet the convergent validity criteria.

Discriminant Validity

Discriminant validity relates to the principle that measures of different constructs should not be highly correlated (Abdillah & Jogiyanto, 2015:195). There are three ways to test discriminant validity with reflective indicators: examining cross-loading values, AVE square root, and HTMT. The cross-loading criteria require that each variable must be greater than 0.70 and have a higher correlation value of indicators to their constructs compared to correlation values of indicators with other constructs.

Table 3. Cross-Loadings Results

Indicator	Leadership Style	Organizational Commitment	Work Motivation	Job Satisfaction	Employee Performance
GK_01	0.852	0.679	0.618	0.683	0.553
GK_02	0.879	0.675	0.616	0.710	0.590
KO_01	0.635	0.849	0.490	0.678	0.550
KO_04	0.544	0.827	0.448	0.629	0.545
MO_01	0.496	0.371	0.827	0.415	0.602
MO_02	0.423	0.379	0.751	0.426	0.558
KK_03	0.520	0.565	0.620	0.739	0.790
KK_10	0.619	0.681	0.476	0.776	0.631
KJ_01	0.611	0.501	0.756	0.667	0.878
KJ_02	0.478	0.492	0.641	0.656	0.804

The cross-loading values show valid discriminant validity as they have cross-loading values above 0.7 and higher correlation values of indicators with their constructs compared to other constructs.

The second assessment is the AVE square root criterion. Discriminant validity is acceptable if the AVE square root value is greater than the correlation value of that latent variable with all other latent variables.

Table 4. Fornell-Lacker Criterion

Variable	GK	KK	KJ	KO	MO
GK	0.856				
KK	0.751	0.792			
KJ	0.659	0.787	0.818		
KO	0.658	0.756	0.630	0.850	
MO	0.649	0.643	0.753	0.532	0.791

The Fornell-Lacker criterion shows that all AVE square root values (diagonal values in bold) are higher than the correlation values with other constructs, confirming discriminant validity.

The third assessment is the Heterotrait-Monotrait Ratio (HTMT) criterion. Discriminant validity is good if $HTMT < 0.85$.

Table 5. Heterotrait-Monotrait Ratio (HTMT)

Relationship	HTMT
Job Satisfaction ↔ Leadership Style	0.800
Employee Performance ↔ Leadership Style	0.680
Employee Performance ↔ Job Satisfaction	0.837
Organizational Commitment ↔ Leadership Style	0.693
Organizational Commitment ↔ Job Satisfaction	0.833
Organizational Commitment ↔ Employee Performance	0.675
Work Motivation ↔ Leadership Style	0.669
Work Motivation ↔ Job Satisfaction	0.670
Work Motivation ↔ Employee Performance	0.773
Work Motivation ↔ Organizational Commitment	0.563

All HTMT values are below 0.85, confirming valid discriminant validity for all latent variable constructs.

Reliability Testing

Reliability testing ensures the accuracy and consistency of measurements. A construct is considered reliable if Cronbach's Alpha, rho_A, and Composite Reliability values exceed 0.70 (Ghozali & Kusumadewi, 2023).

Table 6. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Cut-off	Status
Leadership Style	0.970	0.970	0.973	0.700	Reliable
Organizational Commitment	0.904	0.906	0.929	0.700	Reliable
Work Motivation	0.950	0.954	0.956	0.700	Reliable
Job Satisfaction	0.900	0.901	0.921	0.700	Reliable

Employee Performance	0.959	0.960	0.963	0.700	Reliable
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The construct reliability test results show that both composite reliability and Cronbach's alpha values for all latent variables are above 0.70, confirming that all manifest variables in measuring the latent variables of the estimated model are reliable. Therefore, structural model (inner model) testing can proceed.

Structural Model Analysis (Inner Model)

The structural model evaluation aims to predict relationships between latent constructs and determine whether the empirical data supports the proposed hypotheses. It assesses the relationships between exogenous and endogenous constructs, as well as among exogenous constructs themselves. In this study, the inner model evaluation was conducted using R-Square, Q-Square, F-Square, Multicollinearity, Goodness of Fit, and Path Coefficient values.

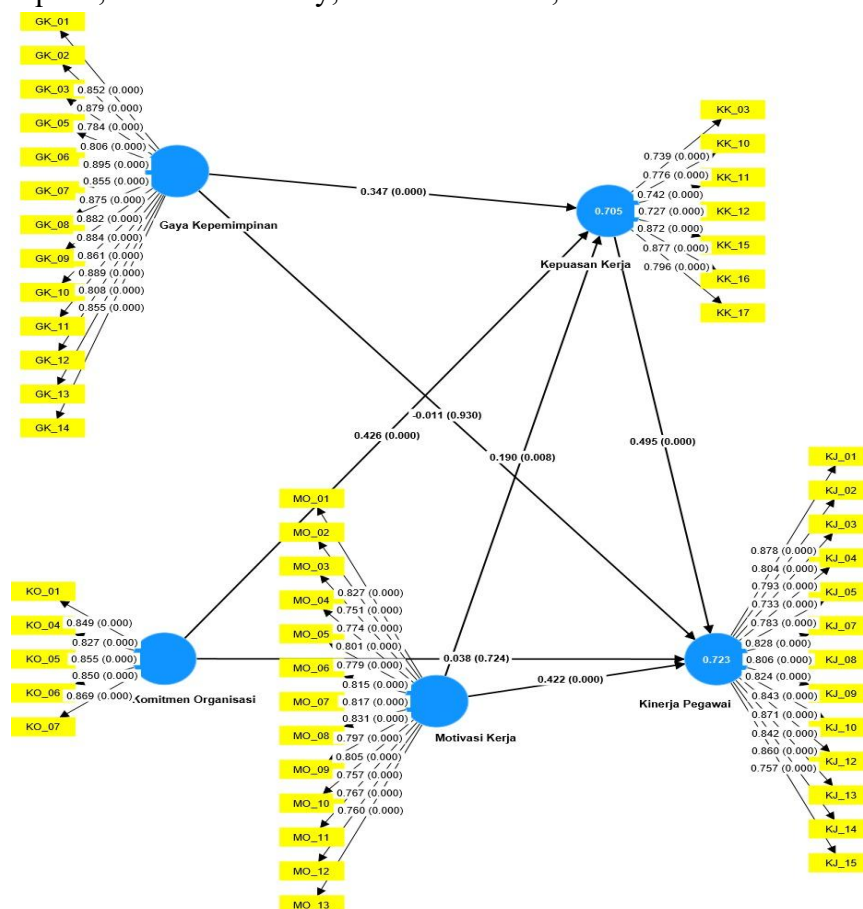


Figure 2. Path Diagram of Bootstrapping

Source: Processed Data by Researcher, 2025 (SmartPLS 4.0.9.6 Output)

Endogenous Construct Variance on R-Square Values

To see the predictive strength of the structural model, R^2 values from each endogenous construct can be used. R-square values of 0.67, 0.33, and 0.19 indicate strong, moderate, and weak models respectively for the amount of variance of constructs that can be explained by the model, so they can be used to measure variance changes of exogenous constructs toward endogenous variables. The variance changes of endogenous constructs (coefficient of

determination) that can be explained by exogenous constructs can be seen in the following table:

Table 7. Structural Model Evaluation

Variable	R Square	Category
Job Satisfaction	0.705	Strong
Employee Performance	0.723	Strong

The test results show that the coefficient of determination (R^2) value for the job satisfaction variable is 0.705. This value is above the 0.67 threshold which according to Chin (1998) is categorized as strong, so it can be concluded that the model has good predictive power for the job satisfaction variable. This means that 70.5% of the variation in job satisfaction can be explained by three independent variables: leadership style, organizational commitment, and work motivation. The remaining 29.5% is influenced by other variables not included in this research model.

Furthermore, the R^2 value for the employee performance variable is 0.723, which is also in the strong category. This result indicates that 72.3% of the variation in employee performance can be explained by the combination of leadership style, organizational commitment, work motivation, and job satisfaction as a mediating variable. The remaining 27.7% is explained by other external factors not measured in this research.

Q-Square Formula:

$$Q^2 = 1 - (SSE/SSO)$$

Where:

- SSE = Sum of Squared Prediction Errors
- SSO = Sum of Squared Observations

Predictive Relevance

The Q-square statistical test is used to measure the quality of the PLS path model, calculated using the blindfolding procedure. Q-square values greater than 0 (zero) show that the model has good predictive relevance, while Q-square values less than 0 (zero) show that the model lacks predictive relevance.

Table 8. Q Square

Variable	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Leadership Style	1430.000	1430.000	-
Job Satisfaction	770.000	441.705	0.426
Employee Performance	1430.000	761.709	0.467
Organizational Commitment	550.000	550.000	-
Work Motivation	1430.000	1430.000	-

The calculation results show Q-square (Q^2) values for job satisfaction of 0.426 and for employee performance of 0.467. These positive Q^2 values (greater than 0) indicate that the model has good and relevant predictive ability for the observed variables. According to Chin (1998), Q-square values can be categorized as follows: $Q^2 > 0.35$ indicates strong predictive ability, $Q^2 > 0.15$ is moderate, and $Q^2 > 0.02$ is weak. Both Q^2 values in this research are in the moderate to strong category, confirming that the research model has quite good predictive relevance.

Effect Size Analysis (f^2)

Effect size analysis functions to estimate the magnitude of effect that predictor variables have in the structural model. Effect size analysis determines whether observed relationships (differences or correlations) are meaningful or not. Where if the value:

- $f^2 = 0.02$ indicates that the variable has a weak effect
- $f^2 = 0.15$ indicates that the variable has a medium effect
- $f^2 = 0.35$ indicates that the variable has a strong effect

Effect Size Formula:

$$f^2 = (R^2_{\text{included}} - R^2_{\text{excluded}}) / (1 - R^2_{\text{included}})$$

Where:

- $R^2_{\text{included}} = R^2$ of the full model
- $R^2_{\text{excluded}} = R^2$ when the predictor is excluded

Table 9. Effect Size (f^2)

Relationship	f-square
Leadership Style → Job Satisfaction	0.1807
Organizational Commitment → Job Satisfaction	0.3379
Work Motivation → Job Satisfaction	0.0688
Leadership Style → Employee Performance	0.0002
Organizational Commitment → Employee Performance	0.0022
Work Motivation → Employee Performance	0.3362
Job Satisfaction → Employee Performance	0.2614

The test results show that leadership style toward job satisfaction has $f^2 = 0.1807$, indicating a medium effect. Organizational commitment has a significant impact on job satisfaction with $f^2 = 0.3379$, approaching a large effect (0.35), showing very strong influence. Work motivation toward job satisfaction has $f^2 = 0.0688$, indicating a weak effect. Leadership style toward employee performance has $f^2 = 0.0002$, indicating practically no contribution. Organizational commitment toward employee performance has $f^2 = 0.0022$, also indicating a very small effect. Work motivation toward employee performance has $f^2 = 0.3362$, indicating a medium to large effect. Job satisfaction toward employee performance has $f^2 = 0.2614$, indicating a medium effect.

Multicollinearity

The Variance Inflation Factor (VIF) value is the focus of analysis. The ideal VIF value is less than 10, or the maximum threshold value is 10. If $VIF \leq 10$, then the model does not have multicollinearity.

Table 10. Multicollinearity

Relationship	VIF
Leadership Style → Job Satisfaction	2.260
Leadership Style → Employee Performance	2.668
Job Satisfaction → Employee Performance	3.393
Organizational Commitment → Job Satisfaction	1.825
Organizational Commitment → Employee Performance	2.442
Work Motivation → Job Satisfaction	1.789

Work Motivation → Employee Performance	1.912
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All VIF values are below 10, ranging from 1.789 to 3.393, confirming that there is no multicollinearity in the research model.

Goodness of Fit

The overall model fit test is a fit test to validate the overall model performance using the Goodness of Fit index (GoF). GoF is a single measure used to validate the combined performance of the measurement model and structural model, obtained through SRMR and NFI values. A PLS model is said to be fit or perfect fit if the SRMR (Standardized Root Mean Square Residual) value is < 0.10 or 0.08 , and the normed fit index (NFI) value is above 0.9 , but if the NFI value is below 0.9 and above 0.8 , it can be said to have good goodness of fit (marginal fit).

Table 11. Goodness of Fit Test Results

Measure	Saturated Model	Estimated Model
SRMR	0.083	0.083
NFI	0.584	0.584

The Goodness of Fit (GoF) index shows an SRMR value of $0.083 < 0.10$, indicating good fit. The NFI value is 0.584 , which is less than 0.9 but above 0.5 , indicating marginal fit (acceptable). Overall, the structural model has a good fit.

Hypothesis Testing

Path coefficient analysis and bootstrapping procedures were conducted to test the research hypotheses with a significance level of 0.05 (t-statistic > 1.96).

Table 14. Hypothesis Testing Results

Hypothesis	Path Coefficient	T-Statistics	P-Values	Decision
Direct Effects				
H1: Leadership Style → Job Satisfaction	0.347	4.326	0.000	Supported
H2: Organizational Commitment → Job Satisfaction	0.426	6.303	0.000	Supported
H3: Work Motivation → Job Satisfaction	0.190	2.643	0.008	Supported
H4: Leadership Style → Employee Performance	-0.011	0.088	0.930	Not Supported
H5: Organizational Commitment → Employee Performance	0.038	0.354	0.724	Not Supported
H6: Work Motivation → Employee Performance	0.422	5.036	0.000	Supported
H7: Job Satisfaction → Employee Performance	0.495	4.202	0.000	Supported
Indirect Effects				
H8a: Leadership Style → Job Satisfaction → Employee Performance	0.172	3.078	0.002	Supported
H8b: Organizational Commitment → Job Satisfaction → Employee Performance	0.211	3.269	0.001	Supported

H8c: Work Motivation → Job Satisfaction → Employee Performance	0.094	2.141	0.032	Supported
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Discussion

1. Effect of Leadership Style on Job Satisfaction

The test results show a path coefficient of 0.347 with a t-statistics value of 4.326, which is greater than the critical point of 1.96, while the p-value of 0.000 indicates a value less than the significance level of 0.05. These results confirm that hypothesis 1 is accepted, meaning leadership style has a significant positive effect on job satisfaction. This finding indicates that leadership style applied by supervisors, whether in the form of open communication, empowerment, attention to subordinates, or involvement in decision-making, significantly increases employee satisfaction with their work.

This finding is supported by Katsaros (2024) in an international study conducted on 305 Generation Z employees in the Greek telecommunications industry, which examined the relationship between inclusive leadership and adaptive employee performance, with workplace happiness as a mediating variable. The results showed that inclusive leadership style positively influences job satisfaction and ultimately impacts employee performance. The study used Social Exchange Theory, explaining that when leaders show attention, inclusivity, and value subordinates' contributions, employees will reciprocate with commitment, satisfaction, and better performance.

This finding is also consistent with recent research by Hutajulu et al. (2023) conducted on 391 employees working virtually during the COVID-19 pandemic. The study showed that modern leadership styles in remote work contexts significantly affect job satisfaction through mediation of trust, communication, and interpersonal relationships. The research confirmed that in the era of flexible and digital work, leaders who can build trusting relationships, create effective communication, and show integrity and empathy will significantly increase employee job satisfaction.

2. Effect of Organizational Commitment on Job Satisfaction

The test results show a path coefficient of 0.426 with a t-statistics value of 6.303, which is greater than the critical point of 1.96, while the p-value of 0.000 indicates a value less than the significance level of 0.05. These results confirm that hypothesis 2 is accepted, meaning organizational commitment has a significant positive effect on job satisfaction. This finding indicates that the higher the employee commitment to the organization, the higher their job satisfaction tends to be. Organizational commitment reflects the extent to which employees feel emotionally bound, have a desire to remain part of the organization, and are willing to give their best for mutual progress.

This finding aligns with international research conducted by Lee & Kim et al. (2023), which examined the relationship between mental toughness, psychological well-being, organizational commitment, and job satisfaction in 534 office workers. The study found that organizational commitment has a stronger relationship with well-being and job satisfaction, especially when mediated by psychological well-being. This confirms that commitment to the organization is not only structural but also closely related to employees' psychological conditions and positive perceptions of organizational values and goals.

The connection emphasizes the importance of government agencies like the Land Office to build and maintain organizational commitment through strategies that foster trust, transparency, and active employee participation in work processes. High commitment will not only increase loyalty but also create a sense of pride and satisfaction in work, which ultimately positively impacts productivity and overall employee performance.

3. Effect of Work Motivation on Job Satisfaction

The test results show a path coefficient of 0.190 with a t-statistics value of 2.643, which is greater than the critical point of 1.96, while the p-value of 0.008 indicates a value less than the significance level of 0.05. These results confirm that hypothesis 3 is accepted, meaning work motivation has a significant positive effect on job satisfaction. This finding reinforces that motivation, both intrinsic (such as the drive to develop, sense of responsibility, and work meaning) and extrinsic (such as rewards, salary, or recognition), is an important factor in forming positive perceptions of work.

This finding aligns with international studies by Al-Ansi et al. (2023), which showed that work motivation significantly influences job satisfaction of employees in the higher education sector, and is strengthened by Shahzad (2024), who found that employee engagement as a form of motivation directly impacts performance improvement through job satisfaction. In the context of government agencies like the Land Office of Belitung and East Belitung, this finding emphasizes the importance of motivation enhancement strategies through supportive work environments, reward systems, and career development opportunities to increase employee satisfaction and loyalty.

4. Effect of Leadership Style on Employee Performance

The test results show a path coefficient of -0.011 with a t-statistics value of 0.088, which is less than the critical point of 1.96, while the p-value of 0.930 indicates a value greater than the significance level of 0.05. These results confirm that hypothesis 4 is rejected, meaning leadership style does not have a significant direct effect on employee performance. This finding shows that although leadership style plays an important role in many organizational aspects, in this research context, leadership style does not directly impact employee performance improvement. This suggests that there may be other variables that mediate or moderate this relationship, such as job satisfaction, organizational culture, or role clarity.

This finding aligns with several previous studies that also found ineffectiveness of direct leadership style on performance, but rather through mediating variables. For example, Shafique & Loo-See (2022) in *Frontiers in Psychology* found that transformational leadership affects performance through increased motivation and job satisfaction, not directly. In the Belitung and East Belitung Land Office context, this finding can be explained by the possibility that employees are more influenced by structural and procedural factors (such as workload, bureaucracy, incentive systems) than personal leadership styles.

5. Effect of Organizational Commitment on Employee Performance

The test results show a path coefficient of 0.038 with a t-statistics value of 0.354, which is less than the critical point of 1.96, while the p-value of 0.724 indicates a value greater than the significance level of 0.05. These results confirm that hypothesis 5 is rejected, meaning

organizational commitment does not have a significant direct effect on employee performance. This means that although employees feel emotionally bound and loyal to the organization, this does not directly translate into improved performance.

This phenomenon aligns with AlAntali and Zainol (2023) findings in a study revealing that organizational commitment only significantly affects employee performance if there are mediating variables such as employee engagement. The research confirmed that workload and commitment impact performance only through increased employee engagement. This finding at the Belitung and East Belitung Land Office confirms that organizational commitment alone is insufficient; it needs to be accompanied by additional mechanisms such as satisfaction and work motivation, or clear organizational support in the form of training, involvement in decision-making, and transparent reward systems.

6. Effect of Work Motivation on Employee Performance

The test results show a path coefficient of 0.422 with a t-statistics value of 5.036, which is greater than the critical point of 1.96, while the p-value of 0.000 indicates a value less than the significance level of 0.05. These results confirm that hypothesis 6 is accepted, meaning work motivation has a significant positive effect on employee performance. This finding aligns with various international studies, such as research in the public sector by Hasnakamillah & Purnomo (2023) revealing that work motivation, both intrinsic and extrinsic, has a significant impact on government employee performance.

Additionally, quasi-experimental surveys in Japan also showed that work motivation positively correlates with performance, especially when supported by aspects such as clear goals and recognition (Azhar & Alfihamsyah, 2021; Farisi et al., 2020). This is reinforced by recent research finding that in public services, employee engagement as part of motivation is an important mediator between motivation and performance. Conceptually, high work motivation encourages employees to strive to achieve better performance standards, showing enthusiasm, task commitment, and initiative in work situations.

7. Effect of Job Satisfaction on Employee Performance

The test results show a path coefficient of 0.495 with a t-statistics value of 4.202, which is greater than the critical point of 1.96, while the p-value of 0.000 indicates a value less than the significance level of 0.05. These results confirm that hypothesis 7 is accepted, meaning job satisfaction has a significant positive effect on employee performance. According to Indrayani et al. (2024), research on millennials showed that job satisfaction has a significant positive influence on performance, with a path coefficient of 0.28 and t-statistic of 3.39.

Meta-analysis by Katebi et al. (2021) covering more than 113 studies confirms a moderate to strong positive relationship between job satisfaction and performance ($r = 0.339$; $p = 0.000$). Additionally, analysis by Albalá-Genol et al. (2023) noted that job satisfaction contributes to improved individual performance and organizational resilience in difficult conditions. Conceptually, employees who feel satisfied with work environment, interpersonal relationships, fair compensation, and recognition of contributions tend to show higher motivation and productivity.

8. Effect of Leadership Style on Employee Performance Through Job Satisfaction

The test results show a path coefficient of 0.172 with a t-statistics value of 3.078, which is greater than the critical point of 1.96, while the p-value of 0.002 indicates a value less than the significance level of 0.05. These results confirm that hypothesis 8a is accepted, meaning job satisfaction can serve as a mediating variable between leadership style effects on employee performance. This research finding is supported by Jiatong et al. (2022) showing that transformational leadership significantly influences affective organizational commitment and job performance, with employee engagement as a mediator.

In Katsaros (2024) study referring to Social Exchange Theory, inclusive leadership proved to increase workplace happiness (including job satisfaction and affective commitment), which subsequently drives adaptive employee performance. Meanwhile, research by Alghofeli et al. (2024) showed that job satisfaction serves as an important mediator in the relationship between inclusive leadership style and performance outcomes, with mediation through high-performance practices. Therefore, in the Belitung and East Belitung Land Office environment, leadership style based on inclusion, open communication, and appreciation of employee contributions does not directly affect performance but effectively improves performance through increased job satisfaction.

9. Effect of Organizational Commitment on Employee Performance Through Job Satisfaction

The test results show a path coefficient of 0.211 with a t-statistics value of 3.269, which is greater than the critical point of 1.96, while the p-value of 0.001 indicates a value less than the significance level of 0.05. These results confirm that hypothesis 8b is accepted, meaning job satisfaction can serve as a mediating variable between organizational commitment effects on employee performance. This research aligns with Sedrine, Bouderbala, & Hamdi (2020) study results showing that leadership dimensions such as support function, participation in decision making, and cooperation within team have significant influence on organizational commitment.

High commitment to the organization encourages employees to feel satisfied with their work because of a sense of belonging and emotional attachment. When job satisfaction increases, employee performance also tends to improve. Additionally, Jiatong et al. (2022) also stated that affective commitment becomes an important aspect that drives work performance improvement, showing that organizational commitment serves not only as a result of good leadership but also as an influence on performance through mediating variables such as job satisfaction.

Based on social exchange theory, employees who feel emotionally bound and loyal to their organization will be more motivated to work wholeheartedly, especially when they also feel satisfied in performing their tasks. In the Belitung and East Belitung Land Office context, this finding implies that increasing job satisfaction through recognition, role clarity, and organizational support is key for organizational commitment to truly impact performance improvement.

10. Effect of Work Motivation on Employee Performance Through Job Satisfaction

The test results show a path coefficient of 0.094 with a t-statistics value of 2.141, which is greater than the critical point of 1.96, while the p-value of 0.032 indicates a value less than the significance level of 0.05. These results confirm that hypothesis 8c is accepted, meaning job satisfaction can serve as a mediating variable between work motivation effects on employee performance.

International studies strengthen this finding. For example, research in Indonesia's IT sector by Riyanto et al. (2021) found that motivation has a positive influence on employee performance, while engagement and satisfaction mediation strengthen the direction of this relationship. Additionally, Al-Ansi et al. (2023) in research at Arab universities found that job satisfaction significantly mediates the relationship between motivation and performance, with indicators such as recognition, promotion, and supervisor support strengthening this connection.

This finding is reinforced by Jeffrey (2025) who proved that work motivation, along with organizational culture and leadership, influences perceived organizational performance through job satisfaction mediation. This shows that employees with high motivation tend to feel more satisfied in performing their tasks, and this satisfaction impacts performance improvement. In other words, job satisfaction becomes an important link between motivation and performance, confirming that managing employee internal motivation is an effective strategy to drive optimal performance in organizations.

At the Belitung and East Belitung Land Office, this finding emphasizes the importance of targeted motivation enhancement strategies, such as recognition of contributions, fair rewards, career development opportunities, and consistent supervisor support. Improving these aspects not only increases work motivation but also strengthens job satisfaction as the main foundation that effectively drives overall employee performance improvement.

CONCLUSION

This study provides valuable insights into the relationships among leadership style, organizational commitment, work motivation, job satisfaction, and employee performance in public sector organizations. The findings confirm that job satisfaction plays a crucial mediating role in translating leadership behaviors, organizational commitment, and work motivation into improved employee performance. While leadership style and organizational commitment do not directly influence performance, they significantly affect job satisfaction, which in turn drives performance improvements. Work motivation demonstrates both direct and indirect effects on performance, highlighting its importance in human resource management strategies. Organizations seeking to improve employee performance should prioritize enhancing job satisfaction through effective leadership practices, building strong organizational commitment, and implementing comprehensive motivation systems. The strong explanatory power of the model ($R^2 = 0.723$ for employee performance) suggests that these factors are critical determinants of performance in public sector contexts. Future research should explore additional mediating variables and examine these relationships across different organizational cultures and sectors to enhance the generalizability of these findings.

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