

THE EFFECT OF COMPENSATION, LEADERSHIP STYLE, WORK ENVIRONMENT, AND WORK MOTIVATION ON EMPLOYEES JOB SATISFACTION IN CIVIL REGISTRATION OFFICES

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kompensasi, gaya kepemimpinan, lingkungan kerja, dan motivasi kerja terhadap kepuasan kerja pegawai di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Banyumas. Penelitian ini menggunakan metode kuantitatif dengan pengumpulan data primer melalui kuesioner skala Likert 5 poin. Teknik pengambilan sampel menggunakan sampling jenuh dengan populasi 91 karyawan, menggunakan sampel sebanyak 90 karyawan, tidak termasuk Kepala Dinas karena peran struktural mereka yang berbeda. Analisis data menggunakan Partial Least Square-Structural Equation Modeling (PLS-SEM) dengan perangkat lunak SmartPLS versi 3.0. Hasil penelitian menunjukkan bahwa kompensasi tidak berpengaruh signifikan terhadap kepuasan kerja karyawan, sedangkan gaya kepemimpinan, lingkungan kerja, dan motivasi kerja berpengaruh positif dan signifikan terhadap kepuasan kerja pegawai. Temuan ini berkontribusi pada literatur Manajemen Sumber Daya Manusia dengan menekankan pentingnya kualitas kepemimpinan, lingkungan kerja, dan motivasi internal sebagai faktor kunci yang membentuk kepuasan kerja pegawai.

Kata Kunci: Kepuasan Kerja, Gaya Kepemimpinan, Lingkungan Kerja, Motivasi Kerja, Kompensasi

ABSTRACT

This study aims to analyze the influence of compensation, leadership style, work environment, and work motivation on employee job satisfaction at the Department of Population and Civil Registration of Banyumas Regency. This research employs a quantitative method with primary data collection through a 5-point Likert scale questionnaire. The sampling technique uses saturated sampling with a population of 91 employees, resulting in a sample of 90 employees, excluding the Head of Department due to their different structural role. Data analysis uses Partial Least Square-Structural Equation Modeling (PLS-SEM) with SmartPLS software version 3.0. The results indicate that compensation does not significantly influence employee job satisfaction, while leadership style, work environment, and work motivation have a positive and significant influence on employee job satisfaction. These findings contribute to the Human Resource Management literature by emphasizing the importance of leadership quality, work environment, and internal motivation as key factors shaping employee job satisfaction.

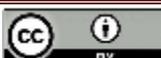
Keywords: Job Satisfaction, Leadership Style, Work Environment, Work Motivation, Compensation.

INTRODUCTION

The world of work is undergoing major changes in line with technological developments, globalization, and increasingly fierce competition between organizations (Lubis et al., 2024). These changes and developments are encouraging organizations, both private and government, to improve the quality of their human resources so that they can adapt optimally. Good human resource management can determine job

satisfaction (Jefri & Kadang, 2021). Job satisfaction, as described by Robbins and Judge, (2016) reflects individuals' perceptions of their work, where higher satisfaction is characterized by positive emotional states and lower satisfaction by negative emotions.

A similar situation also occurs in the government sector, particularly at the Banyumas Regency Population and Civil Registration Office, located at road Jenderal Surdirman No. 302A,



Purwokerto. Employee job satisfaction plays an important role in determining the quality of services for the community, and employees are responsible for population administration services, such as issuing Family Cards (KK), Birth Certificates, and Identity Cards (KTP). Based on information from Suara Merdeka Banyumas on August 25, 2025, there was a change in leadership at the Banyumas Civil Registry and Population Office. This change required the agency to make adjustments to its work processes. In this situation, maintaining employee satisfaction is an important factor in ensuring that public services continue to run smoothly. *TribunBanyumas.com* reported on June 17, 2025, that people who arrived at 6:00 a.m. were unable to get a place in line due to limited service quotas. This situation illustrates the high workload borne by employees.

Job satisfaction is influenced by several factors, namely compensation, leadership style, work environment, and work motivation. Silaen et al., (2021) describe compensation is a form of reward received by employees for their work, whether in the form of salary, wages, incentives, or other benefits such as health insurance, holiday pay, meals, and leave entitlements. Generally, compensation is a determining factor in employee job satisfaction. Research by Fadli et al., (2022), Lawren and Ekawati, (2023), Lie and Yanuar, (2024) reveals that compensation significantly affects job satisfaction. However, there are other studies by Bunawan et al., (2021), Halim et al., (2023), Tirtowaluyo and Turangan, (2022) found that compensation does not affect job satisfaction.

In addition to compensation, satisfaction is also influenced by leadership style. According to Robbins and Judge (2016), leadership style is the approach used by a person to lead, motivate, and direct others so that organizational goals can be achieved. Leadership is a combination of art and science, which includes not only leadership concepts but also the willingness to overcome challenges and learn existing leadership methods (Bagis, 2021). Leadership style has a significant impact on job satisfaction. The results of studies by Amanda and Masman, (2021), Sari and Hasyim, (2022), Sinaga, (2025) state that leadership style has a significant effect on job satisfaction. Meanwhile, research conducted by Munthohar, (2023), Saleh et al., (2023), Syahrudin, (2022) found that leadership style does not significantly affect job satisfaction.

Another element that determines job satisfaction is the workplace environment. The conditions of the work environment serve a crucial

function in enhancing employees' job satisfaction. If the environment is comfortable and communication between employees is smooth, employees will certainly achieve maximum job satisfaction (Kosidin & Widjaja, 2024). Several studies indicate a positive and significant relationship between the work environment and job satisfaction Gulo, (2022), (Lie & Yanuar, 2024), Tri et al., (2023). However, other studies show insignificant results between the work environment and job satisfaction Darmawati et al., (2024) and Imam, (2022).

Work motivation that influences job satisfaction, according to Kosidin & Widjaja, 2024 is a state that creates a drive to direct and also inspire action to fulfill personal needs. Various studies highlight the role of motivation in significantly influencing job satisfaction, such as (Adrian and Arianto, 2022) and (Waskito and Sumarni, 2023). Employees with a high level of motivation are more likely to experience high job satisfaction (Dyanto & Sitorus, 2022). However, other studies show that motivation does not affect job satisfaction Heni et al., (2022), Sa'adah et al., (2021), Susanti and Widayati, (2022).

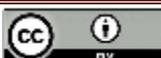
This study is a development that focuses on the government sector, considering that previous studies on job satisfaction show inconsistent results regarding the effects of compensation, leadership style, work environment, and work motivation. The majority of earlier studies have predominantly focused on the private-sector context, such as the study by Alhempri et al., (2023), which examined the influence of compensation, leadership style, and work environment on job satisfaction, and Ellina et al., (2023), which found a positive influence of work motivation on job satisfaction. However, empirical evidence from government institutions, particularly public service organizations such as population and civil registration offices, remains limited. Therefore, this study aims to strengthen the body of knowledge in human resource management by examining the determinants of job satisfaction in the government sector and providing evidence-based recommendations to improve employee satisfaction.

LITERATURE REVIEW

Grand Theory

Herzberg's Two Factor Theory

Herzberg's Two-Factor Theory (1959) elucidates that the factors influencing job satisfaction are different from those causing job dissatisfaction, which are classified into motivator



factors and hygiene factors. Herzberg categorizes conditions including supervision, salary, policy, physical working conditions, coworker relationships, and job security as hygiene factors. When these factors are adequate, a person will not be dissatisfied, but these factors alone are not enough to cause satisfaction. From this theory, it can be concluded that the greater and more appropriate the compensation given, the more comfortable the work environment, and the better the leadership in organizing the institution, the greater the employee's job satisfaction will be. If we want to motivate someone in their work, this factor suggests emphasizing factors related to the work itself or the results that can be directly obtained from their work. This factor functions as a motivator because it directly influences job satisfaction.

Job Satisfaction

Job satisfaction denotes the positive feelings or attitudes that individuals feel toward their work, which are formed from assessments of the characteristics of that work (Robbins & Judge, 2016). If employees feel that they are receiving fair compensation for their hard work, then they will feel satisfied (Bagis, 2022). This is in line with the fact that people who experience high levels of job satisfaction tend to show positive feelings towards their work, while individuals with low satisfaction show negative emotions towards their work (Alhempri et al., 2023). Indicators of job satisfaction include intrinsic and extrinsic job satisfaction (Ismail & Abd Razak, 2016). Someone who is satisfied with their work will be more loyal and able to contribute maximally. Therefore, understanding the factors that influence job satisfaction is a necessity for institutions that want to improve the effectiveness of their human resources Priscilla et al., 2024 in (Sinaga, 2025).

Compensation for Job Satisfaction

Compensation represents the total rewards granted to employees as consideration for their labor performed and value contributions to the organization. Compensation is designed to recruit and sustain employees while encouraging higher levels of motivation (Alhempri et al., 2023). According to Simamora (2015:445) in Alhempri et al., (2023), compensation is measured through indicators such as salary, allowances, incentives, and facilities. Compensation includes all elements provided by an institution to its employees as a form of appreciation for all efforts made, either directly or indirectly. If compensation is appropriate, employee satisfaction will increase

(Ristowati, 2022). The findings of this study reinforce that compensation holds a crucial role in enhancing job satisfaction Andora et al., (2021), Fadli et al., (2022), Kumala and Silvie, (2024). This indicates that higher-quality compensation received by employees corresponds to greater job satisfaction.

H1: Compensation has a positive effect on Job Satisfaction

Leadership Style and Job Satisfaction

Leadership style is the process of motivating others by leading and guiding them to do something with the aim of attaining the intended outcome (Sari & Hasyim, 2022). According to Busro (2018:251) in Alhempri et al., (2023), the indicators of leadership style are a climate of mutual trust, appreciation of members' ideas, consideration of team feelings, and maintenance of work comfort for team members. Several studies show that leadership style holds a crucial role in enhancing job satisfaction Audia and Musadad, (2023), Rahman and Yusuf, (2023), Sopandi, (2022). This indicates that leaders who are supportive and provide opportunities for growth tend to create a comfortable work environment and increase job satisfaction. If employees feel undervalued, lack opportunities for growth, or find the work environment less conducive, job satisfaction will decline (Sinaga, 2025).

H2: Leadership style has a positive effect on job satisfaction.

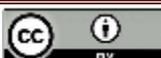
Work Environment and Job Satisfaction

The work environment consists of all factors surrounding employees that may affect their comfort in performing their best work (Yazid & Husniati, 2023). Erwan dan Kurniawan, (2022) emphasize that a safe work environment will make workers comfortable so that their tasks can be completed properly. The work environment in this study was measured through indicators of lighting conditions in the work environment, air circulation in the workplace, noise, and unpleasant odors Heni et al., (2022). Empirical evidence from Putri et al., (2024), and Tri et al., (2023) confirm that work environment factors contribute to employee satisfaction. A pleasant and supportive work environment makes employees feel comfortable and enhances their effectiveness and job satisfaction (Alhempri et al., 2023).

H3: The work environment has a positive effect on job satisfaction.

Work Motivation and Job Satisfaction

Motivation, as defined by Tirtowaluyo and Turangan, (2022), is an internal drive to achieve



goals without external influence by utilizing one's ability, strength, direction, or determination. Sutanti and Widayanti, (2022), say that this drive helps a person feel eager to work with others, work well together, and combine their efforts to achieve a satisfying result. The indicators of work motivation in this study, according to Heni et al., (2022), are recognition, power, and the need for job security. Employee motivation is essential in fostering job satisfaction however, unsupportive organizational conditions may hinder the attainment of optimal job satisfaction (Erwan & Kurniawan, 2022). Research conducted by Jefri and Kadang, (2021), and Sopandi, (2022) found that work motivation has been proven to increase job satisfaction. This means that employees with high levels of motivation tend to have better job satisfaction. From the perspective of Herzberg's Two-Factor Theory, work motivation is closely associated with motivator factors such as recognition and achievement, which directly contribute to job satisfaction.

H4: Work motivation has a positive effect on job satisfaction.

Figure 1 below shows the conceptual framework derived from the literature review:

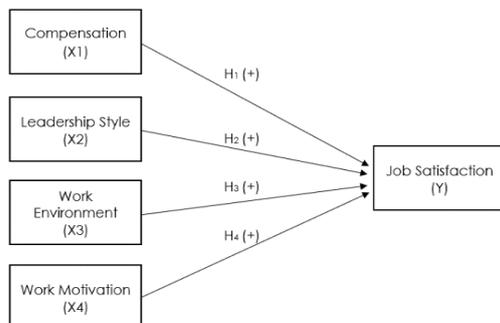


Figure 1. Conceptual Framework

Source: Research Results, 2025

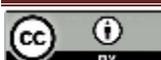
METHODOLOGY

This research adopts a quantitative approach accompanied by data gathering sourced from primary data. The quantitative method is considered appropriate because it can produce objective and measurable data, thus enabling statistical analysis to test hypotheses (Waruwu et al., 2025). The population examined in this research comprised all employees of the Banyumas Regency Population and Civil Registration Office, excluding the Head of the Office. The sampling technique used total sampling, with a total of 90 samples. Data collection in this study used a direct questionnaire instrument and a Google form given to respondents from the Banyumas Population and Civil Registration Office. The questionnaire used a 5-point Likert scale.

This study employed the Partial Least Squares (PLS) approach, a variance-based method within Structural Equation Modeling (SEM). Data analysis was conducted using SmartPLS version 3.0 software. The SEM-PLS procedure was implemented in two main stages. The initial phase consisted of assessing the measurement model (outer model), which comprised assessments of convergent validity through factor loadings, discriminant validity using the Fornell-Larcker criterion and (AVE), as well as construct reliability measured by Composite Reliability and Cronbach's Alpha. The second stage focused on evaluating the structural model (inner model), including the examination of R-square values and path coefficients, with hypothesis significance tested using the bootstrapping technique

Table 1. Research Instruments

Variable	Indicator	Source
Compensation (X ₁)	Salary Allowances Incentives Facilities	Simamora (2015:445) in (Alhempy et al., 2023)
Leadership Style (X ₂)	Climate of mutual trust Appreciation of team members' ideas Consideration for team feelings Maintaining work comfort for team members	Busro (2018:251) in (Alhempy et al., 2023)
Work Environment (X ₃)	Lighting conditions in the work environment Air circulation in the workplace Noise Unpleasant odors	Heni et al., (2022)
Work Motivation (X ₄)	Recognition Power Work Safety Needs	Heni et al., (2022)
Job Satisfaction (Y)	Intrinsic Job Satisfaction	(Ismail & Abd Razak, 2016)



	Extrinsic Job Satisfaction	
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Source: Research Findings, 2025

RESULTS AND DISCUSSION

Results

Questionnaire Data

The questionnaire was distributed to respondents using two techniques, namely directly and via Google Form. These techniques were chosen to facilitate the data collection process and reach respondents with different preferences, so that respondents who were difficult to contact directly could still participate via Google Form (Hilal, 2022). The results of the analysis are presented in Table 2. Table 2 indicates that majority of the respondents were male, numbering

50 people (55.56%) with an age range of 36-44 years old, numbering 32 respondents (35.56%). The majority of employees have worked for 10-19 years, namely 44 employees (48.89%), and the majority of employment status is dominated by non-civil servants/honorary employees, namely 34 employees (37.78%). The dominant position was Technical/Functional Staff, with 62 employees (68.89%), and the dominant level of education was Bachelor's Degree (S1/D4), with 42 employees (46.57%). Complete data on respondent identity is presented in Table 2 below.

Table 2. Respondent Identity

Characteristics	Category	Frequency	Percentage %
Gender	Male	50	55,56
	Female	40	44,44
Age (Years)	< 25	0	0,00
	25-34	30	33,33
	35-44	32	35,56
	≥ 45	28	31,11
Length of Service (Years)	< 10	26	28,89
	10-19	44	48,89
	20-29	12	13,33
	≥ 30	8	8,89
Employment Status	Civil Servant	27	30,00
	P3K	28	31,11
	Non-Civil Servant/Honorary	35	37,37
Position	Secretary/Treasurer/Head of Division	5	5,56
	Sub-coordinator/Head of Sub-division/Head of Section	7	7,78
	Technical/Functional Staff	62	68,89
	Others	16	17,78
Education	High School	30	33,33
	Diploma (D1 - D3)	15	16,67
	Bachelor's Degree (S1/D4)	42	46,67
	Postgraduate (S2/S3)	3	3,33

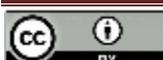
Source: Processed primary data, 2025

Measurement Model (Outer Model)

Validity and Reliability Test.

The analysis results were obtained using convergent validity analysis through outer loading values >0.70, which are considered valid with AVE > 0.50 (Hair et al., 2019). Convergent validity testing aims to assess the level of significant differences between one construct and another. In the first stage of the outer loading test in Figure 2, several indicators showed outer

loading values below 0.70, indicating that the indicators did not meet the convergent validity criteria and needed to be retested. Furthermore, through the Fornier-Larcker analysis, indicators KK4 and MK7 did not meet the discriminant construct requirements. Therefore, the researcher decided to eliminate these two indicators from the outset so that the other constructs could be considered valid and reliable, while the other indicators were retained.



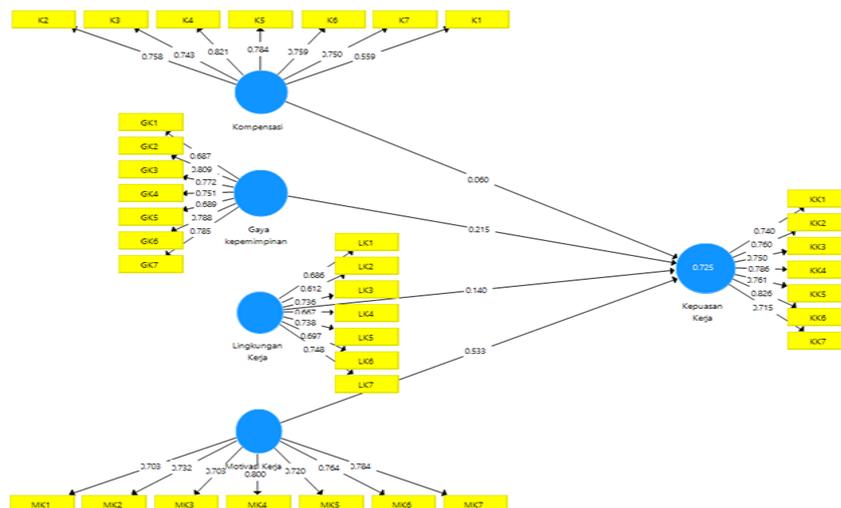


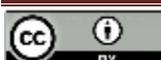
Figure 2. First Stage of Outer Loading Test
 Source: SmartPLS version 3.0 (2025)

At the subsequent phase of the outer loading test, the researchers eliminated indicators K1, GK1, GK5, LK1, LK2, LK4, and LK6 that had outer loading values < 0.70, to enhance the construct's validity and reliability. Indicators

exhibiting outer loading values exceeding 0.70 are therefore regarded as convergently valid (Hair et al., 2019). The subsequent stage of the outer loading test is presented in Table 3 below.

Table 3. Second Stage of Outer Loading Test

	Statements Items	Outer Loading
K1	Salary received above the Regional Minimum Wage (UMR)	0.559
K2	The salary I receive is commensurate with my skill level	0.750
K3	The allowances I receive help improve my welfare	0.710
K4	I am satisfied with the type and amount of benefits provided by the government	0.825
K5	The incentives provided motivate me to work better	0.773
K6	I feel that the work facilities provided are adequate to support my work	0.781
K7	The facilities I receive show the agency's concern for its employees	0.769
GK1	I feel that the leader is capable of organizing the institution	0.687
GK2	I feel that the working relationship fostered by the leader is very good	0.813
GK3	I feel that the leader has clear objectives in managing the institution	0.789
GK4	I trust the leader of the institution	0.792
GK5	I feel that my opinions are taken into consideration by the leader	0.689
GK6	I feel that the leader appreciates my performance	0.770
GK7	I feel that the leader has a high level of concern for employees	0.822
LK1	The lighting in the workplace makes it easier for me to complete my work	0.686
LK2	The light entering the workplace supports comfort at work	0.612
LK3	In my opinion, the room where I work has good air circulation	0.781
LK4	The lighting at my workplace supports me in my work	0.667
LK5	The quietness of the work environment helps me focus more on my work	0.783
LK6	I think the cleanliness of the surrounding environment makes me comfortable at work	0.697
LK7	My work environment is clean and comfortable, which makes me work better	0.840
MK1	I feel that my opinions are valued by my superiors.	0.732
MK2	The agency gives awards to employees who excel.	0.728
MK3	I think the institution respects employees by giving certificates to high-performing employees	0.734
MK4	I have the opportunity to participate in determining the goals that my superiors want to achieve	0.837
MK5	I work hard to get the opportunity for promotion	0.704
MK6	I feel that the institution has given me a position that matches my skills	0.758



MK7	I feel that the institution strives to create safe working conditions	0.784
KK1	I am responsible for the tasks assigned to me	0.780
KK2	My opinions are well received by my superior	0.784
KK3	My job involves a variety of tasks	0.706
KK4	The physical conditions of my work environment are conducive to performing my job	0.786
KK5	My good work is recognized	0.783
KK6	The institution where I work is well managed	0.814
KK7	I feel secure about the continuity of my job	0.738

Source: Processed primary data, 2025

Cronbach's Alpha and Composite Reliability instrument reliability analysis > 0.70 to be considered reliable (Hair et al., 2019). The Cronbach's Alpha and Composite Reliability values in Table 4 exceed 0.70 and the AVE

exceeds 0.50, indicating that all constructs meet the criteria for convergent validity and reliability. Thus, the research instrument is declared appropriate for application in the analysis.

Table 4. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	AVE
Compensation (X ₁)	0.866	0.896	0.591
Leadership Style (X ₂)	0.857	0.897	0.636
Work Environment (X ₃)	0.725	0.844	0.643
Work Motivation (X ₄)	0.844	0.885	0.563
Job Satisfaction (Y)	0.861	0.896	0.591

Source: Processed primary data, 2025

The Fornell-Larcker Criterion analysis was applied to evaluate the discriminant variables, and it must show that the AVE square value of each variable exceeds its correlation with other

variables (Ghozali & Kusumadewi, 2023). Table 5 shows that the discriminant validity is fulfilled, so that all constructs are declared valid in terms of discriminant validity.

Table 5. Discriminant Validity (Fornell-Larcker Criterion)

Variable	GK (X ₂)	KK(Y)	K(X ₁)	LK(X ₃)	MK(X ₄)
Leadership Style (X ₂)	0.797				
Job Satisfaction (Y)	0.743	0.769			
Compensation (X ₁)	0.487	0.524	0.769		
Work Environment (X ₃)	0.613	0.653	0.467	0.802	
Work Motivation (X ₄)	0.716	0.753	0.541	0.582	0.750

Source: Processed primary data, 2025

Structural Model (Inner Model) R-Square

Based on the results of the structural model testing, the R-Square value for the job satisfaction construct (Y) was recorded at 0.686, with an Adjusted R-Square of 0.672. This finding

confirms that 68.6% of the variation in job satisfaction can be explained by the variables in this study, namely compensation, leadership style, work environment, and work motivation, while the remaining 31.4% is influenced by factors outside the research model.

Table 6. R-Square

Variable	R-Square	R-Square Adjusted
Kepuasan Kerja (Y)	0.686	0.672

Source: Processed primary data, 2025

Hypothesis

In SEM-PLS, a relationship is considered considered significant when the p-value < 0.05, accompanied by a T-statistic exceeding 1.65 (one-

tailed) and a T-statistic >1.96 (two-tailed) (Ghozali & Kusumadewi, 2023). Meanwhile, the sign on the original sample value (path coefficient) indicates whether the effect is positive or negati

Table 7. Path Coefficients

Item	Original Sample	T Statistics	P Value	Description
K → KK	0.073	0.973	0.165	Rejected



GK → KK	0.317	2.522	0.006	Accepted
LK → KK	0.213	2.531	0.006	Accepted
MK → KK	0.362	3.236	0.001	Accepted

Source: Processed primary data, 2025

On the basis of the findings of the analysis in Table 7, the compensation variable shows a coefficient value of 0.073 on job satisfaction, accompanied by a p-value of 0.165. Since the p-value exceeds the significance level of 0.05, this result indicates that compensation has a positive but statistically insignificant effect on job satisfaction. Therefore, the first hypothesis (H1), which proposes a significant effect of compensation on job satisfaction, is rejected. This finding suggests that although compensation is positively related to job satisfaction, the strength of the relationship is not sufficient to be statistically confirmed. Furthermore, the analysis of the leadership style variable reveals a coefficient value of 0.317 with a p-value of 0.006. As the p-value is lower than the 0.05 significance threshold, leadership style is found to have a positive and significant effect on job satisfaction. Accordingly, the second hypothesis (H2) is accepted. This result indicates that improvements in leadership style are significantly associated with higher levels of job satisfaction. The work environment variable also demonstrates a significant influence on job satisfaction, with a coefficient of 0.213 and a p-value of 0.006, which is below the 0.05 level of significance. This finding indicates that the work environment has a positive and statistically significant effect on job satisfaction, leading to the acceptance of the third hypothesis (H3). The result reflects a positive relationship between the work environment and job satisfaction. Among all variables examined, work motivation exhibits the strongest effect on job satisfaction, with a coefficient value of 0.362 and a p-value of 0.001. The p-value, which is well below 0.05, confirms that work motivation has a positive and significant influence on job satisfaction. Consequently, the fourth hypothesis (H4) is accepted. These results indicate that higher levels of work motivation are associated with increased job satisfaction.

Discussion

The Effect of Compensation on Job Satisfaction

The findings of this research show that compensation exerts a positive yet statistically insignificant influence on job satisfaction, leading to the rejection of H1. This suggests that although compensation contributes positively, it is not the main factor influencing employee satisfaction. In

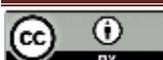
the context of Herzberg's Two-Factor Theory, compensation is categorized as a hygiene factor, which primarily functions to prevent dissatisfaction rather than to increase satisfaction. When compensation is considered adequate and meets employees' basic needs, additional financial rewards may no longer significantly enhance job satisfaction. This finding differs from the results of Amanda and Masman, (2021), and Ristowati, (2022) who found that compensation increases job satisfaction. However, these findings align with earlier research by Bunawan et al., (2021), Halim et al., (2023), Tirtowaluyo and Turangan, (2022), indicating that compensation does not exert a significant influence. In government institutions, employees often value job security and stability more than additional financial incentives, which may explain why compensation does not play a dominant role in shaping job satisfaction.

The Effect of Leadership Style on Job Satisfaction

The findings reveal that leadership style exerts a favorable and statistically meaningful effect on employees' job satisfaction. This suggests that leadership practices implemented by superiors play a crucial role in forming employees' work attitudes and creating a supportive working atmosphere. Leadership styles that are fair, supportive, and consistent can enhance job satisfaction (Kosidin & Widjaja, 2024). Herzberg's Two-Factor Theory explains that leadership style is closely connected to supervisory mechanisms and interpersonal interactions, both of which operate as hygiene elements that serve to minimize dissatisfaction and maintain employee comfort at work. When leadership is implemented effectively, employees tend to attain a more consistent level of job satisfaction. This result aligns with previous studies by Astuti et al., (2024), Rahman and Yusuf, (2023), Sopandi, (2022), which found that leadership style influences job satisfaction.

The Effect of the Work Environment on Job Satisfaction

Research results show that the standard of the work environment exerts a favorable and statistically significant influence on employees' job satisfaction. This indicates that supportive working conditions lead to elevated levels of



employee satisfaction. These findings are consistent with Herzberg's Two-Factor Theory, which classifies the work environment is classified as a hygiene component. While it does not immediately elevate satisfaction, hygiene elements serve a vital function in averting dissatisfaction. When the work environment is in good condition, such as having adequate facilities, workplace safety, and a comfortable working atmosphere, employees tend to experience greater psychological stability, resulting in optimal job satisfaction (Rulianti & Nurpribadi, 2023). These results are in line with previous studies by Erwan and Kurniawan, (2022), Hidayat et al., (2021), Tri et al., (2023), which found that the work environment has a positive and significant effect on job satisfaction.

The Effect of Work Motivation on Job Satisfaction

In light of the study's results, work motivation significantly influences employee job satisfaction. Increased work motivation also increases job satisfaction, leading to increased efficiency and job satisfaction (Adrian & Arianto, 2022). This aligns with previous research by Putra and Pasaribu, (2023), Saleh et al., (2023), Sopandi, (2022), which demonstrated that work motivation has a significant positive impact on job satisfaction. Furthermore, this study's findings align with Herzberg's Two-Factor Theory, which states that motivation is a motivating factor. Motivator factors such as recognition, responsibility, and opportunities for achievement encourage employees to perform better and experience higher job satisfaction. The presence of this motivating factor can directly increase job satisfaction (Kosidin & Widjaja, 2024). Thus, work motivation can be considered an important predictor of increased employee satisfaction.

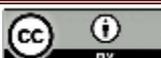
CONCLUSION

Based on the analysis, it reveal that leadership style, work environment, and work motivation provide a positive and significant contribution in increasing employee job satisfaction at the Population and Civil Registration Office of Banyumas Regency, so that all three are factors that can directly and significantly increase job satisfaction. Meanwhile, compensation has a positive but insignificant influence. This influence confirms that job satisfaction is influenced by non-financial factors related to interaction, comfort, and support in the work environment, this situation ultimately encourages the emergence of job satisfaction

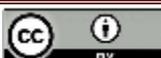
related to the quality of leadership, atmosphere, and motivational encouragement that employees feel. The findings of this study enrich the literature on studies in the field of Human Resource Management, with a focus on aspects that influence job satisfaction in government agencies. For practical implementation, agencies are expected to continue to improve the quality of leadership, improve aspects of the work environment, and strengthen programs that can encourage employee motivation to increase employee satisfaction.

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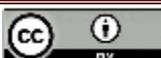
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