

Date Received : November 2024
Date Revised : December 2024
Date Accepted : January 2025
Date Published : January 2025

ANALYSIS OF CONTINGENCY LEADERSHIP AND SITUATIONAL LEADERSHIP ON JOB SATISFACTION THROUGH WORK MOTIVATION AS A MEDIATING VARIABLE

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Keywords:	ABSTRACT
Contingency Leadership, Situational Leadership, Job Satisfaction, Job Motivation	This study examines the effect of contingency leadership style and situational leadership on job satisfaction with work motivation as a mediating variable. The phenomenon of the problem raised is the low job satisfaction of employees at Altha Medika Dua Clinic Sukabumi, which can have a negative impact on productivity and service quality. This study aims to analyze the extent to which the two leadership styles affect job satisfaction and the role of work motivation in this relationship. The research method used was a quantitative method with a survey approach using questionnaires distributed to 30 employees of Altha Medika Dua Clinic Sukabumi. The data analysis technique used Structural Equation Modeling (SEM) with the PLS program. The data collected included primary data from questionnaires and secondary data from literature studies. The results showed that both contingency leadership and situational leadership had a positive and significant influence on job satisfaction. In addition, work motivation is proven to mediate the relationship between contingency and situational leadership on job satisfaction. Work motivation itself also has a significant influence on job satisfaction. These results indicate the importance of adaptive and situational leadership and increased work motivation to improve employee job satisfaction at Altha Medika Dua Clinic Sukabumi.

A. INTRODUCTION

This era of globalization makes the health care system a very important part of people's lives, hospitals and clinics as a place of service provision that has an important role in meeting people's needs for quality health services. Hospitals and clinics are health institutions that provide medical services, care, and rehabilitation for patients who require intensive medical care, long-term care or other medical measures. In general, the hospital functions as a health service center that provides comprehensive services ranging from initial examination, further treatment to recovery.

According to the regulation of the Indonesian minister of health No. 9 of 2014 article 1, clinics are health service facilities that organize individual health services that provide basic or specific medical services. Based on the types of services provided to the community and the facilities provided, clinics have two types including private clinics and main clinics. Primary clinics are simpler compared to main clinics where main clinics have more complete and complex facilities.

Primary and main clinics are widely spread in Indonesia, one of which is in Sukabumi. The following are some of the clinics spread in Sukabumi:

Table 1. Clinics in Sukabumi

No	Clinic Name
1	Klinik Bedah Dr.Eddy
2	Klinik Pratama 3 R
3	Klinik Jalur Farma
4	Klinik Bahagia
5	Balai Pengobatan Klinik BSMI
6	Klinik GMC Kota
7	Klinik Yonarmed 13/Kostrad
8	Klinik Yonif 310/KK
9	Cicurug Medical Center
10	Klinik Cibadak Farma
11	Permata Medical Center
12	Klinik Kurnia
13	Klinik SMS
14	Klinik Kopri Kab.Sukabumi
15	Klinik Hasri Medika
16	Klinik Mitra Tamzil
17	Altha Medika 2
18	Klinik Dokter Deden
19	Klinik Sincu Medika 2
20	Klinik Nirwana Medical Center
21	Klinik Rhagasindo Sukalarang
22	Klinik Aini Rasyifa
23	Klinik Benda Mitra Tamzil
24	Klinik Feris Medika
25	Klinik GMC Cab.Cikembar

Sumber: laporbpjs.com, 2019

Based on Table 1 there are several clinics scattered in Sukabumi, the existence of this clinic can make it easier for people to get health facilities for both the city and

district communities scattered in Sukabumi. There are two things that need to be emphasized, namely related to the quality of health services and the provision of quality human resources because competent employees can improve the company's image.

Human resources are important as a driver of the realization of the vision and mission as well as being important in supporting the development of hospitals and being the most important benchmark in assessing the development of service quality in hospitals because hospitals are the main referral health facilities for people who need health facilities both treatment and recovery so that they are required to be able to provide comprehensive services for each patient (Kadir & Badwi, 2023). Human resource management is very important, humans are one of the driving factors of a company, humans are managers of other production factors such as capital, raw materials and other equipment. Human resource management as the science and art of regulating the relationship and role of labor to effectively and efficiently help realize the goals of the company, employees and society (Hasibuan, 2019). Meanwhile, according to Edwin B. Flippo, human resource management is planning, organizing, directing and controlling the procurement, development, compensation, integration, maintenance, and dismissal of employees, with the intention of realizing the goals of individual companies, employees, and society. There are two things that need to be emphasized, namely related to the quality of health services which need to run effectively and efficiently and the provision of quality human resources because competent employees can improve the company's image (Laraswati et al., 2020).

Human resources are one of the important things for a company, one of which is a hospital, in order to apply the functions of planning, organizing, directing, and controlling various other management tasks. Because it is the main foundation in the success of a company, one of which is a hospital. Human resources in hospitals consist of health workers and non-health workers, all of which need good collaboration because hospitals are very complex companies.

Employees in a company, especially at Altha Medika Dua Sukabumi, need to be balanced with employee training so that they are more competent and qualified so that they will continue to provide the best and can lead to employee performance satisfaction. So that employees who feel satisfied tend to be more productive and perform better. When employees feel valued, get recognition, and have the opportunity to develop, their job satisfaction will increase. This can be explained in terms of a supportive work environment, opportunities for career growth, good relationships with coworkers and superiors, and work-life balance. All of these factors contribute to employees feeling that they are valued and treated well by the company, which in turn increases their job satisfaction.

Job satisfaction reflects a person's feelings about their job (Garaika, 2020). Employee job satisfaction is an important factor in efforts to improve performance, people who are satisfied with their jobs will have high morale (Kurniawan et al., 2019). Job satisfaction according to Putri (2022) in her research is "a pleasant emotional condition from the results of a person's assessment of his job as an achievement or reflecting the values of the job. Satisfied employees maintain better relationships with coworkers, tend to be absent less often, and are less likely to quit than employees who are less satisfied with their jobs. Satisfied employees also have a greater commitment to their organization, so job satisfaction contributes to maintaining high performance" (Putri et al., 2021).

Performance satisfaction can improve a person's efficiency, effectiveness, or quality so that it needs to be accompanied by work motivation in employees because it is one of the important determinants of a person's achievement and the impact of this work motivation creates a work spirit that encourages employees to improve their performance. Work motivation is an encouragement for employees to complete the work given in order to achieve goals (Kurniawan et al., 2019).

Performance satisfaction can be influenced by several factors, one of which is the existence of a leadership style. One of the leadership styles includes contingency leadership. Contingency leadership is effective leadership behavior not patterned in one particular style, but with the start of learning in certain situations. What is meant by certain situations is the first task-oriented or relationship-oriented leadership behavior, the second relationship between leaders and group members, and the existing environmental situation.(Hardono, 2020a) The contingency leadership approach can be identified through factors in the situation that affect the effectiveness of the leadership style. Leadership styles are presented with dominant behaviors as protectors, saviors and people who strive to advance and develop the organization (Nurwahidah et al., 2023)..

As for situational leadership that focuses on the effectiveness of leadership that depends on personal suitability, tasks, power, attitudes and perceptions. This can be seen through the effectiveness of interactions between employees and leaders (Robyardi & Adam, 2024).

The success of an organization or company can be determined by many things including the leadership style that occurs. A leader is said to be successful if he is able to move his subordinates by creating a work atmosphere that can make the growth and development of the performance of his subordinates. The leader is an intermediary for change who has the ability to produce performance that can exceed expectations by providing challenging tasks and can provide motivation for his employees to be able to achieve higher performance. Therefore, motivating employees from the leadership style that has been applied is to improve the quality of employees (Fonseca Da Costa Guterres et al., 2020).

This can also be proven by job satisfaction assessments, especially at the Altha Medika Dua Sukabumi Clinic. The assessment of job satisfaction at the Altha Medika Dua Sukabumi Clinic conducted on 30 people is as follows:

Table 2. Pre-questionnaire Assessment of Job Satisfaction

No.	Statement	Agree	Disagree
1.	Career Path	19 people	11 people
2.	Appropriate incentives	13 people	17 people
3.	Supportive environment	15 people	15 people
4.	Recognition for achieving work (reward)	14 people	16 people
5.	The training provided by the company is maximized	14 people	16 people
6.	Conformity of job duties to those performed	14 people	16 people

Source: Processed by the author, 2024

Based on Table 3 above, it can be seen that the average respondent from a sample of 30 respondents answered disagree to the statement submitted. The statements submitted include, among others, the existence of a career path which is the most important part that motivates employees to further improve their work performance so that it is shown by the resulting job satisfaction and the assessment of this career path

shows 19 people who agree and 11 people disagree. This shows that there is no problem for career paths, because the majority answered in the affirmative.

Then the appropriate incentive which is the basic thing and is the most important thing in employee job satisfaction itself, in this prequestionnaire shows 13 people who agree and 17 people who disagree, a supportive environment shows 15 people agree and 15 people disagree, there is recognition for achieving work (reward) shows 14 people agree and 16 people disagree, the training provided by the company is maximum shows 14 people agree and 16 people disagree, and the suitability of job duties with what is done shows 14 people agree and 16 people disagree. Of the five statements, the average respondent answered disagree. This means that there are problems with job satisfaction.

Job satisfaction can be influenced by work motivation. Research conducted by Gautama & Marchyta (2022) and Mappamiring (2020) stated that work motivation has a positive and significant effect on job satisfaction. Meanwhile, work motivation can be influenced by situational leadership. According to research conducted by Koniswara & Lestari (2019) and Timori Kansaki et al. (2021) suggest that situational leadership has a positive and significant influence on work motivation.

Work motivation can also be influenced by contingency leadership. According to Adhim & Liana Work motivation is a mental condition that can encourage a person to achieve maximum achievement.(Adhim & Liana, 2023) Work motivation can also be influenced by several factors including individual needs, values, expectations, experiences, work environment, rewards, and the work experience itself. This is supported by research conducted by Sahetapy et al. (2018) and Kiswanto (2018) stated that contingency leadership has a positive effect on work motivation. Meanwhile, in the relationship between situational leadership and contingency leadership on job satisfaction there are two research gaps.

Based on research conducted by Hartono (2018) and Hardono (2020) stated that situational leadership has a positive and significant effect on job satisfaction. Meanwhile, it is different from the research conducted by Khafid et al. (2023) and Samsuri (2021) suggest that the situational leadership variable has a negative and insignificant effect on job satisfaction. Research conducted by Hardono (2020) suggest that contingency leadership has a positive and significant effect on job satisfaction. Meanwhile, research conducted by Rinda et al., (2020) and Prasetyo et al., (2020) stated that contingency leadership has a negative and insignificant effect on job satisfaction.

Based on the information of the four studies above, it shows that there are differences between researchers, therefore a connecting variable is needed from the entire research model. Based on this *research gap*, the author places the work motivation variable as a mediating variable.

Based on the explanation and description of these phenomena, the authors are interested in conducting research with the title "**Analysis of Contingency Leadership and Situational Leadership on Job Satisfaction Through Work Motivation as a Mediating Variable**".

B. METHOD

This research was conducted using a Human Resource Management approach. The objects in this study are contingency leadership, situational leadership, work motivation and job satisfaction. The research was conducted using three types of variables, namely independent variables, mediating variables and dependent variables.

As for this research, the mediating variable is also included in the independent variable. For this reason, the independent variables in this study are contingency leadership (X_1), situational leadership (X_2), work motivation (X_3) and the dependent variable in this study is job satisfaction (Y). The research method used by the author is quantitative method, where this method according to Hardani et al is a research method to reveal symptoms in a holistic-conceptual manner through data collection from a natural setting by utilizing the researcher as a key instrument that is descriptive and tends to use an inductive approach analysis (Hardani et al., 2017). Researchers use this quantitative method to produce concrete and measurable data from the results of data collection that has been carried out so that it can be accounted for. The population determined by the researcher to carry out this study were employees of the Altha Medika Dua Sukabumi Clinic.

The research data used by researchers in this study include observation, interviews, questionnaires, literature studies, and documentation. In this study, observations were made to observe employee job satisfaction at the Altha Medika Dua Sukabumi Clinic. In this study, interviews were conducted to find out employee job satisfaction at the Altha Medika Dua Sukabumi Clinic. The questionnaire was distributed via google form to employees of the Altha Medika Dua Sukabumi Clinic. In this study, researchers used a questionnaire that had criteria and value weights based on Likert. The data analysis technique used by researchers in this study is Structural Equation Modeling (SEM) using the PLS program. Data analysis is carried out after measuring attitudes or characteristics using a Likert scale. Through the use of this scale, the variables to be measured are translated into indicators resulting from the dimensions in the theory, then needed as a perspective in organizing the questionnaire as statements and questions.

The PLS method is a powerful analysis, because it does not rely on many assumptions, data does not need to be multivariate normal and the number of samples is small. PLS is not just implemented to verify theories, but is needed to describe the presence or absence of connections between latent variables. In addition, PLS can get rid of two difficult problems, namely inadmissible solutions and factor indeterminacy. (Ghozali, 2018) According to Hair et al. (2021), there are several steps that must be taken in testing using SEM-PLS:

1. Designing the Outer Model (measurement model / measurement model)
2. Designing the Inner Model (Structural Model)
3. Hypothesis Testing

C. RESULT AND DISCUSSION

Coefficient of determination (R^2)

R-squared (R^2) testing is a test conducted to measure the level of Goodness of Fit of a structural model. The R-squared (R^2) value is used to measure how much influence certain independent latent variables have on the dependent latent variable. The R^2 value categories of 0.75, 0.50 and 0.25 can be assessed as predictive power at the substantial, moderate and weak levels (Hair et al., 2017).

Table 3. R-Square

	R-Square
Work Motivation (X_3)	0,600
Job Satisfaction (Y)	0,799

Source: Processed by Researchers, 2024

Based on table 2 shows that the R-square value of the R² table above is used to see the effect of the contingency leadership and situational leadership variables on work motivation and the effect of contingency leadership and situational leadership on job satisfaction. Based on Table 4.5, it can be seen that the R-square value (coefficient of determination) of work motivation (X₃) is 0.600, which means that contingency leadership and situational leadership can affect work motivation by 60% with a strong category, while the remaining 40% is influenced by other variables not included in this study. The R² value for the job satisfaction variable (Y) is 0.799, which means that contingency leadership, situational leadership and work motivation are able to influence job satisfaction (Y) by 79.9% with a moderate model category. While the remaining value of 20.1% is influenced by other variables not contained in this study.

Effect Size (F-Square)

Effect size is a procedure carried out to determine the change in R-Square on endogenous constructs, the change in R-Square value shows the effect of exogenous constructs on endogenous constructs related to the substantive existence of their influence. effect size can be grouped into three categories, namely weak 0.02, medium 0.15 and large 0.35 (Kock & Hadaya, 2018).

Table 4. Effect Size Test Results

	X ₁	X ₂	Y	X ₃
Contingency Leadership (X ₁)			0,002	0,075
Situational Leadership (X ₂)			0,017	0,820
Job Satisfaction (Y)				
Work Motivation (X ₃)			0,924	

Source: Processed by Researchers, 2024 (using SMARTPLS software)

Based on table 3 states that the results of the calculation of *effect size* show that the effect of contingency leadership on job satisfaction has a value of 0.002 which means it can be categorized in a relationship that has a small level of influence and the effect of situational leadership on job satisfaction has a value of 0.017 which means it can be categorized in a relationship that has a small level of influence. Meanwhile, the effect of work motivation on job satisfaction shows a value of 0.924, which means that it can be categorized as having a large level of influence.

Test of Direct Effect

Assessment of the significance of the influence between variables can be done with the bootstrapping procedure. This procedure uses the entire original sample and then resamples it again. In the bootstrap resampling method, the significance value used is one-tailed with a t-value of 1.96 (*significance level* 5). The following table outlines the significance test:

Table 5. Direct Effect Test

	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values
Contingency Leadership → Job Satisfaction	0,282	0,235	0,224	1,257	0,000
Contingency Leadership → Work Motivation	0,304	0,289	0,267	1,139	0,000

Situational Leadership → Job Satisfaction	0,949	0,929	0,173	5,498	0,000
Situational Leadership → Work Motivation	1,005	1,014	0,211	4,773	0,000
Work Motivation → Job Satisfaction	0,806	0,824	0,116	6,944	0,000

Source: Processed by Researchers, 2024 (using SMART-PLS software)

Based on table 4, it can be seen that the *path coefficient* results show that all items are significant to the construct with a t-statistic value greater than 1.96 and a p-value smaller than 0.05, thus it can be stated that the indicators of contingency leadership, situational leadership and work motivation are manifest variables forming job satisfaction constructs.

Hypothesis testing is used to test the truth of a statement. Hypothesis testing can be seen from the t-statistic and p-value, if t-statistic > 1.96 and p-value < 0.05 then the hypothesis is not rejected, whereas if the t-statistic < 1.96 and p-value > 0.05 then the hypothesis is rejected. In this *path coefficient* test, it will show how strong the influence of the independent variable is on the dependent variable, based on the inner model scheme that has been displayed previously, it can be explained that the greatest statistical influence is on the effect of motivation on job satisfaction which shows a value of 6,944. Likewise, the situational leadership variable on job satisfaction has a significant effect of 5.498. Then, the situational leadership variable on work motivation has a significant effect of 4.773. The contingency leadership variable on job satisfaction also has a significant effect of 1.257 and the contingency leadership variable on work motivation also has a significant effect but has the smallest number because the t-statistic value obtained is only 1.139. To determine its significance or not can be seen in table 4.7 with p-value where the analysis results obtained are as follows:

Hypothesis 1

Partially, the value of the results of the influence of the contingency leadership variable (X₁) on job satisfaction (Y) with t statistics of 1.257 and a p-value of 0.000, then statistically H₀ is rejected and H_a is accepted, because t statistics are greater than 1.96 and the p value is smaller than 0.05. For this reason, it can be concluded that the contingency leadership variable has a positive influence on job satisfaction at the Altha Medika Dua Sukabumi Clinic significantly.

Hypothesis 2

Partially, the value of the results of the influence of situational leadership variables (X₂) on job satisfaction (Y) with a t statistic of 5.498 and a p-value of 0.000, then statistically H₀ is rejected and H_a is accepted, because the t statistic is greater than 1.96 and the p value is smaller than 0.05. For this reason, it can be concluded that the situational leadership variable has a positive influence on job satisfaction at the Altha Medika Dua Sukabumi Clinic significantly.

Hypothesis 3

Based on the test results, it can be seen that the influence of the contingency leadership variable (X₁) on work motivation (X₃) has a statistical t value of 1.139 and a p-value of 0.000, then statistically H₀ is rejected and H_a is accepted, because the t statistic is greater than 1.96 and the p value is smaller than 0.05. For this reason, it can be concluded that the contingency leadership variable has a positive influence on work motivation at the Altha Medika Dua Sukabumi Clinic significantly.

Hypothesis 4

Based on the test results, it can be seen that the influence of situational leadership variables (X₂) on work motivation (X₃) has a statistical t value of 4.773 and a p-value of 0.000, then statistically H₀ is rejected and H_a is accepted, because the t statistic is greater than 1.96 and the p value is smaller than 0.05. For this reason, it can be concluded that the situational leadership variable has a positive influence on motivation at the Altha Medika Dua Sukabumi Clinic significantly.

Hypothesis 5

Based on the test results, it can be seen that the effect of work motivation variables (X₃) on job satisfaction (Y) has a statistical t value of 6.944 and a p-value of 0.000, then statistically H₀ is rejected and H_a is accepted, because the t statistic is greater than 1.96 and the p value is smaller than 0.05. For this reason, it can be concluded that the work motivation variable has a positive influence on job satisfaction at the Altha Medika Dua Sukabumi Clinic significantly.

Test of Indirect Effect (Specific Indirect Effect)

Indirect effect testing is an analysis that refers more to mediation analysis to explain the results of the effect of indirect significance or using mediation. In this study, the indirect effect test is to determine how far the work motivation variable mediates the relationship between contingency leadership on job satisfaction and situational leadership on job satisfaction which can be seen in the specific indirect effect table:

Table 6. Specific Indirect Effect

	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values
Contingency Leadership → Work Motivation → Job Satisfaction	0,245	0,251	0,236	1,040	0,000
Situational Leadership → Work Motivation → Job Satisfaction	0,810	0,848	0,257	3,156	0,000

Source: Processed by Researcher, 2024

Based on table 5, it can be seen that there is a mediating relationship between contingency leadership on job satisfaction and situational leadership on job satisfaction mediated by work motivation.

Hypothesis 6

Based on the test results, it can be seen that the contingency leadership relationship to job satisfaction through work motivation (X₃) is tested significant because it has a t statistic value of 1.040 and a p-value of 0.011, so statistically H₀ is rejected and H_a is accepted because the t statistic is greater than 1.96 and the p value is smaller than 0.05.

Hypothesis 7

Based on the test results, it can be seen that the relationship between situational leadership and job satisfaction through work motivation (X₃) is tested significant because it has a t statistic value of 3.156 and a p-value of 0.011, so statistically H₀ is rejected and H_a is accepted because the t statistic is greater than 1.96 and the p value is smaller than 0.05.

Total Effect

The total effect is obtained from the sum of the direct and indirect effects contained in the research model, the following are the results of the calculation of the total effect.

Table 7. Total Effect

	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values
Contingency Leadership → Job Satisfaction	0,282	0,235	0,224	1,257	0,000
Contingency Leadership → Work Motivation	0,304	0,289	0,267	1,139	0,000
Situational Leadership → Job Satisfaction	0,949	0,929	0,173	5,498	0,000
Situational Leadership → Work Motivation	1,005	1,014	0,211	4,773	0,000
Work Motivation → Job Satisfaction	0,806	0,824	0,116	6,944	0,000

Source: Processed by Researchers, 2024 (using SMART-PLS software)

Based on table 6, it shows that the total influence of all variables shows significant positive results with a t-statistic value of more than 1.96 and a p-value of less than 0.05. The total effect of the contingency leadership variable on the work motivation variable is significantly positive with a total effect of 0.304, then the total effect of the contingency leadership variable on job satisfaction shows significant positive results with an amount of 0.282. The total effect of the situational leadership variable on the work motivation variable is significantly positive with a total effect of 1.005, then the total effect of the situational leadership variable on job satisfaction shows significant positive results with an amount of 0.949 While work motivation on job satisfaction shows significant positive results with an amount of 0.806.

DISCUSSION

Based on the results of hypothesis testing in this study, it can be concluded that contingency leadership and situational leadership have a positive and significant effect on job satisfaction, with work motivation acting as a mediating variable which also has a significant effect on job satisfaction. This result is in line with research conducted by Gautama & Marchyta and Mappamiring, which shows that work motivation has a positive effect on job satisfaction. Both studies support the findings in this study that work motivation is an important factor in increasing employee job satisfaction at Altha Medika Dua Sukabumi Clinic. (Gautama & Marchyta, 2022) (Mappamiring, 2020)

In addition, this study also shows that situational leadership has a positive and significant effect on work motivation, which is in accordance with the findings of Koniswara & Lestari and Timori Kansaki et al. They stated that a leadership style that is tailored to the situation and conditions can increase employee motivation, especially in the context of work that requires high adaptation to change (Koniswara & Lestari, 2019) (Timori Kansaki et al., 2021)

For contingency leadership variables, this study also shows positive results on work motivation, in accordance with the research of Sahetapy et al and Kiswanto (2018) which state that the contingency leadership style provides good work motivation to employees because it can adjust the leadership style to certain situations.(Sahetapy et al., 2018).(Kiswanto, 2018a)

However, there are different results of previous research related to the influence of situational and contingency leadership on job satisfaction. For example, research by Khafid et al and Samsuri found that situational leadership has no significant effect on job satisfaction, in contrast to the results of this study which show a significant effect. This suggests that there may be other factors at play in the relationship, such as organizational culture or work environment that were not examined in this study.(Khafid et al., 2023).(Samsuri, 2021b)

Thus, this study contributes to clarifying the role of work motivation as a mediating variable that can bridge the differences in the results of previous research. Work motivation is proven to be able to increase job satisfaction through the influence of contingency and situational leadership, so it is important to pay attention to motivational factors in order to increase employee job satisfaction.

D. CONCLUSION

Based on the research that has been done by researchers regarding the analysis of Potency Leadership and Situational Leadership on Job Satisfaction through Work Motivation as a mediating variable, the following conclusions can be drawn:

1. Based on the continuum line, it can be seen that the four variables involved in this study, namely contingency leadership, situational leadership, work motivation and job satisfaction, are included in the high category criteria. Which means that in terms of contingency leadership and situational leadership at Altha Medika Dua Clinic Sukabumi is very good. Measurement of contingency leadership and situational leadership is based on several factors. Such as ease of communication between leaders and group members, clarity of division of labor and other indicators that support each of the contingency leadership and situational leadership itself. Likewise, the work motivation felt by employees of the Altha Medika Dua Sukabumi Clinic is very good, resulting in good job satisfaction for employees at the Altha Medika Dua Sukabumi Clinic Sukabumi.
2. The results of the analysis using SMARTPLS *software* state that contingency leadership and situational leadership have a direct and significant effect on employee job satisfaction at the Altha Medika Dua Sukabumi Clinic. This can be interpreted that the Altha Medika Dua Sukabumi Clinic in an effort to build employee job satisfaction in employees requires the effectiveness of contingency leadership and good situational leadership which can be formed by several supporting dimensions and will be more effective when using mediating variables, namely work motivation.
3. The results of the analysis using SMARTPLS *software* state that contingency leadership and situational leadership have a direct and significant effect on employee work motivation at the Altha Medika Dua Sukabumi Clinic. This can be interpreted that the Altha Medika Dua Sukabumi Clinic in an effort to build employee work motivation in employees requires the effectiveness of

contingency leadership and good situational leadership which can be formed by several supporting dimensions.

4. Work motivation has a direct and significant effect on employee job satisfaction at the Altha Medika Dua Sukabumi Clinic. This means that the Altha Medika Dua Sukabumi Clinic in an effort to build employee job satisfaction in employees requires the effectiveness of good work motivation which is strengthened by several supporting dimensions.
5. Work motivation significantly mediates the relationship between contingency leadership on job satisfaction and situational leadership on job satisfaction of employees of Altha Medika Dua Sukabumi Clinic according to the bootstrap test and the results of the analysis of direct and indirect effects on *path analysis* using SMARTPLS *software*. This shows that to increase job satisfaction, the company first builds work motivation that has a good impact on employees, so that contingency leadership and situational leadership created by the Altha Medika Dua Sukabumi Clinic will be more effective in increasing job satisfaction.

The following are some theoretical suggestions for the development of management science:

1. Researchers hope that this research on the analysis of contingency leadership and situational leadership on job satisfaction through work motivation as a mediating variable will add information and can develop knowledge in the field of leadership regarding contingency leadership, situational leadership, work motivation and job satisfaction. The findings in this study indicate that work motivation mediates the relationship between contingency leadership and situational leadership on job satisfaction.
2. It is hoped that future research can expand the research subject so that the results obtained can be more generalized and can add or use new theories, so that the theory used is more up to date and can keep up with the times, and can use other research methods so that the research results are more accurate and more varied.

The following are practical suggestions on this research:

1. For companies

The suggestions that researchers can provide for companies based on the results of the analysis conducted in this study are as follows:

- a. Each company is expected to increase the intensity of interaction between leaders and team members and the clarity of the hierarchy of assigning tasks to employees. Thus it can increase good contingency leadership so that it has an impact on good work motivation.
- b. It is expected that each company often provides opportunities for opinion and the intensity of providing motivational encouragement to every employee in the company. This can have a positive impact on increasing job satisfaction through situational leadership.
- c. Every company in increasing work motivation is expected to increase the desire to be accepted in the group for each employee. So that it has an

- impact on good work motivation as well. Increase employee self-confidence and establish good communication with all employees.
- d. Every company in increasing employee job satisfaction is expected to further improve the fairness of benefits provided to employees so that good job satisfaction can be created. By increasing the fairness of the benefits provided, it can create good job satisfaction as well.
2. For other parties
 - a. It is hoped that for researchers who will conduct further research, this research can be used as reference material for research in the field of business administration science, especially leadership, which in this study is more focused on employees in a company.
 - b. Researchers hope that in the future further researchers can examine the same theme but in a broader analysis, so that it is not only employees in one company and can examine a wider range of variables.

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