International Journal of Education, Vocational and Social Science
https://e-journal.citakonsultindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

The Effect Of Leadership And Work Motivation On Counterproductive Work Behavior With Job Satisfaction As A Moderating Variable In The Transportation Service Of Pesisir Barat Regency

Alya Noerhikma Yuniarni
Universitas Bandar Lampung, Indonesia
Hendri Dunan
Universitas Bandar Lampung, Indonesia

Corresponding Author: alyanoerhikmayuniarni@gmail.com

Abstract

This study aims to examine the influence of leadership and work motivation on Counterproductive Work Behavior (CWB), with job satisfaction serving as a moderating variable among employees of the Transportation Agency of West Pesisir Regency. A quantitative research approach with a survey method was employed. The study involved 56 employees, all of whom were selected using a saturated sampling technique. Data were collected through observation, documentation, and structured questionnaires and were analyzed using statistical techniques to evaluate both the direct and moderating effects among the research variables. The findings reveal that leadership has a negative and significant effect on Counterproductive Work Behavior. Better leadership practices reduce employees' tendency to engage in behaviors that may harm the organization. Likewise, work motivation has a negative and significant effect on Counterproductive Work Behavior, indicating that higher levels of work motivation contribute to lower levels of counterproductive behavior. Furthermore, job satisfaction significantly moderates and strengthens the relationship between leadership and Counterproductive Work Behavior, as well as the relationship between work motivation and Counterproductive Work Behavior. These findings suggest that job satisfaction plays a strategic role in enhancing the effectiveness of leadership and work motivation in minimizing counterproductive work behavior. Therefore, organizations are encouraged to improve leadership quality, strengthen employee motivation, and foster job satisfaction to reduce counterproductive behavior and improve organizational performance.

Keywords: Leadership, Work Motivation, Job Satisfaction, Counterproductive Work Behavior (CWB), Moderating Effect.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

International Journal of Education, Vocational and Social Science
https://e-journal.citakonsulindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

INTRODUCTION

Human resources are a strategic asset that determines the success of an organization in achieving its goals, both in the public and private sectors. In government organizations, the quality of human resources is a primary factor influencing the effectiveness of public service delivery (Barrena-Martínez et al., 2019). Organizational success is determined not only by the availability of resources but also by the ability of employees to carry out their duties professionally, with discipline, and with responsibility. Therefore, effective human resource management through quality leadership, high work motivation, and the creation of job satisfaction are crucial aspects in improving the quality of organizational performance (Jawaad et al., 2019).

The Pesisir Barat Regency Transportation Agency, as a regional agency, is responsible for providing public services in the transportation sector. Carrying out this task requires every employee, both civil servants and contract workers, to demonstrate optimal performance in accordance with organizational targets. However, in practice, various work behaviors are still found that have the potential to hinder the achievement of organizational goals. One form of this behavior is counterproductive work behavior, namely employee behavior that directly or indirectly harms the organization, such as lateness, indiscipline, low responsibility, misuse of work facilities, and neglect of assigned duties. This behavior not only reduces employee productivity, but also impacts the quality of public services provided to the community (Singh et al., 2020).

This phenomenon is reinforced by the evaluation results of the Employee Work Targets (SKP) of the Pesisir Barat Regency Transportation Agency for the January–December 2025 period, which showed that the average employee performance achievement was in the "sufficient" category, with the quantity aspect receiving the lowest score of 75.20%. This condition indicates that some employees are not yet able to optimally meet work targets, leading to a tendency towards unproductive work behavior. If this condition is not addressed promptly, it will impact the organization's effectiveness in achieving performance targets and reduce the overall quality of public services.

Various studies have shown that counterproductive work behavior is influenced by both organizational and individual factors (Susanti & Yulianti, 2021). One factor that plays a crucial role is leadership. Effective leadership can direct, guide, motivate, and create a conducive work environment that encourages employees to perform optimally. Conversely, ineffective leadership can reduce employee commitment, weaken work motivation, and increase the likelihood of counterproductive work behavior. Initial observations at the Pesisir Barat Regency Transportation Agency indicate that communication between leaders and subordinates is not yet optimal(Sari et

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

al., 2020). Decision-making is still dominated by leaders, with relatively low subordinate involvement, potentially reducing a sense of ownership in the organization and dampening employee morale.

In addition to leadership, work motivation is also a factor influencing employee behavior. Motivation is an internal and external drive that directs individuals to work optimally to achieve organizational goals (Leso et al., 2023). Highly motivated employees tend to demonstrate higher levels of responsibility, discipline, and commitment than those with low motivation. Based on field observations, there is still a perception of unfairness in the provision of incentives and performance benefits, especially for employees with relatively similar workloads but receiving different rewards (Rita et al., 2018). This situation has the potential to reduce work motivation, increase dissatisfaction, and lead to counterproductive work behavior(Rahmadani et al., 2020).

Conversely, job satisfaction is thought to play a significant role in explaining the relationship between leadership, work motivation, and counterproductive work behavior. Employees who are satisfied with their jobs generally demonstrate higher levels of loyalty, commitment, and responsibility, thus tending to avoid behavior that is detrimental to the organization. Conversely, low job satisfaction can increase employees' tendency to engage in unproductive behavior, including an increased desire to leave the organization. This phenomenon was also found at the Pesisir Barat Regency Transportation Agency, where some employees tended to apply for transfers to other agencies, indicating a decline in job satisfaction. Thus, job satisfaction is seen as a potential moderating variable that can strengthen or weaken the influence of leadership and work motivation on counterproductive work behavior (Suriansyah, 2022).

Although extensive research has been conducted on leadership, work motivation, job satisfaction, and counterproductive work behavior, most studies still examine the direct relationship between these variables. Research integrating job satisfaction as a moderating variable in explaining the relationship between leadership and work motivation and counterproductive work behavior, particularly in public sector organizations at the local government level, is still relatively limited (Choir et al., 2021). Therefore, this study contributes by developing a model that explains the role of job satisfaction as a moderating variable in this relationship, thereby providing a more comprehensive understanding of the factors influencing counterproductive work behavior in government organizations.

Based on this description, this study aims to analyze the influence of leadership and work motivation on counterproductive work behavior and examine the role of job satisfaction as a moderating variable at the Pesisir Barat Regency Transportation Agency. The results are expected

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

to contribute to the development of human resource management science and provide input for organizations in formulating policies that can minimize counterproductive work behavior by improving the quality of leadership, work motivation, and employee job satisfaction.

LITERATUR REVIEW

Leadership

Leadership is widely recognized as one of the most influential factors in determining organizational effectiveness because it shapes employee attitudes, behavior, and overall performance (Mohamed et al., 2025). In organizational settings, leadership is not merely associated with the authority to direct subordinates but also with the ability to influence, motivate, and inspire individuals to achieve shared organizational goals. Effective leaders create a clear vision, establish strategic direction, facilitate communication, and encourage employees to contribute optimally toward organizational success (T. Kim & Chang, 2019). Through appropriate leadership practices, organizations can develop a positive work environment characterized by trust, cooperation, and mutual commitment between leaders and employees. Consequently, leadership has become a central concept in organizational behavior and human resource management, as the effectiveness of managerial decisions is largely determined by how leaders mobilize organizational resources, particularly human resources, to achieve sustainable performance (W. H. Kim et al., 2017).

From a behavioral perspective, leadership encompasses various competencies, including the ability to communicate organizational objectives, make informed decisions, delegate responsibilities, resolve conflicts, and provide constructive feedback to employees (Dunan et al., 2026). Leaders who demonstrate integrity, fairness, and accountability are more likely to gain employee trust and foster organizational commitment . In addition, supportive leadership enables employees to develop professionally by providing guidance, recognition, and opportunities for participation in decision-making processes. Such leadership practices not only enhance employees' confidence and motivation but also encourage greater responsibility and proactive behavior in completing organizational tasks. Within public sector organizations, where service quality and accountability are primary concerns, leadership plays an essential role in ensuring that employees consistently perform in accordance with organizational standards while maintaining ethical and professional conduct (Mustika Jaya & Masdupi, 2019).

The importance of leadership extends beyond improving employee performance, as it also influences various psychological and behavioral outcomes, including job satisfaction,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

organizational commitment, work engagement, and counterproductive work behavior. Employees who perceive their leaders as competent, supportive, and trustworthy generally experience higher levels of satisfaction and demonstrate stronger commitment toward organizational objectives (Fatonah, 2023). Conversely, ineffective leadership characterized by poor communication, inconsistent decision-making, and inadequate support may reduce employee morale and increase the likelihood of undesirable workplace behaviors that hinder organizational performance. Therefore, leadership serves as a strategic organizational resource that shapes employees' perceptions, attitudes, and behavioral responses. In the context of this study, leadership is considered a fundamental antecedent that is expected to influence counterproductive work behavior both directly and indirectly through the moderating role of job satisfaction, highlighting the importance of effective leadership in promoting a productive and healthy organizational environment (Dewi et al., 2022).

Work Motivation

Work motivation is one of the psychological factors that determines an individual's level of enthusiasm, intensity, and persistence in performing job-related tasks (Turmudhi & Ristianawati, 2023). It reflects both intrinsic and extrinsic drives that stimulate individuals to take action and direct their behavior toward achieving organizational goals. Within an organizational context, motivation extends beyond the desire to obtain financial rewards; it also encompasses the need for recognition, achievement, career advancement, job security, and self-actualization (Andriana et al., 2019). Therefore, work motivation is regarded as the driving force that influences employees' willingness to utilize their abilities, skills, and commitment to accomplish assigned tasks effectively (Slemp et al., 2018). Employees with high levels of motivation tend to demonstrate greater enthusiasm, responsibility, and initiative in carrying out their duties, thereby making meaningful contributions to organizational success. Conversely, low levels of work motivation may lead to decreased productivity, reduced employee engagement, and an increased likelihood of behaviors that undermine organizational effectiveness (Choir et al., 2021).

Numerous motivational theories explain that employees' work behavior is influenced by their efforts to satisfy specific needs and expectations. Maslow's Hierarchy of Needs proposes that individuals are motivated to fulfill their needs sequentially, beginning with physiological and safety needs, followed by social belonging, esteem, and ultimately self-actualization. Herzberg's Two-Factor Theory distinguishes between hygiene factors, such as salary, working conditions, and organizational policies, and motivator factors, including achievement, recognition, responsibility,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

and opportunities for personal growth, which directly enhance job satisfaction and work motivation. Furthermore, McClelland's Theory of Needs emphasizes that the need for achievement, the need for affiliation, and the need for power are fundamental drivers of employee behavior in organizations (Oktaviannur, 2024). Collectively, these theories suggest that work motivation results from the interaction between employees' personal needs and the organizational environment, encouraging them to perform at their highest potential.

In public sector organizations, work motivation plays a strategic role in improving the quality of public services. Motivated employees are generally more disciplined, proactive, responsible, and committed to fulfilling their job responsibilities. High levels of work motivation also contribute to greater job satisfaction, stronger organizational loyalty, and more positive workplace behaviors, thereby reducing the likelihood of counterproductive work behavior that may hinder organizational performance (Dari, 2020). Conversely, when organizations fail to meet employees' needs through fair reward systems, career development opportunities, supportive leadership, and a conducive working environment, employee motivation is likely to decline. Such conditions may result in lower employee engagement, increased absenteeism, declining service quality, and the emergence of counterproductive work behaviors (Zuama et al., 2023). Therefore, work motivation remains a fundamental construct in human resource management research, as it provides insight into how organizational factors influence employees' attitudes, behaviors, and performance over time.

Job Satisfaction

Job satisfaction reflects an employee's overall evaluation of and emotional response to various aspects of their work (W. H. Kim et al., 2017). It arises from the comparison between employees' expectations regarding their jobs and the actual experiences they encounter in the workplace. According to the theories presented in the thesis, job satisfaction encompasses employees' feelings toward the work itself, compensation, opportunities for career advancement, supervision, and relationships with coworkers. Employees who perceive that these aspects meet or exceed their expectations tend to develop positive attitudes toward their organization, whereas unmet expectations often result in dissatisfaction (Alrefaei, 2020). Therefore, job satisfaction is not solely determined by financial rewards but also by psychological and social factors that shape employees' perceptions of their work environment. As a multidimensional construct, job satisfaction has become one of the most widely examined variables in

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

organizational behavior because it reflects the extent to which organizations are able to fulfill employees' professional and personal needs (Sanjaya & Indrawati, 2023).

From an organizational perspective, job satisfaction plays a strategic role in influencing employees' attitudes and behaviors. Employees who are satisfied with their jobs generally demonstrate stronger organizational commitment, greater enthusiasm, and higher willingness to contribute beyond their formal responsibilities. They are also more likely to maintain harmonious relationships with colleagues, comply with organizational policies, and provide better services to stakeholders (Agubosim et al., 2023). Conversely, employees experiencing low job satisfaction often exhibit decreased motivation, lower productivity, increased absenteeism, and diminished organizational commitment. Such conditions can negatively affect both individual performance and organizational effectiveness, particularly in public sector organizations where service quality largely depends on employees' dedication and professionalism. Consequently, organizations must continuously evaluate factors contributing to job satisfaction to ensure a productive, healthy, and supportive work environment(Yety et al., 2024).

In this study, job satisfaction is positioned not only as an outcome of organizational practices but also as a moderating variable that influences the relationship between leadership, work motivation, and counterproductive work behavior (Mat Desa et al., 2020). Effective leadership and high work motivation are expected to generate stronger positive outcomes when employees experience high levels of job satisfaction. Conversely, when job satisfaction is low, the positive influence of leadership and work motivation may be weakened, increasing the possibility of counterproductive work behavior (Asma et al., 2023). Therefore, job satisfaction serves as an important psychological mechanism that strengthens the effectiveness of organizational management practices while simultaneously reducing behaviors that are detrimental to organizational performance (Rosalia et al., 2020).

Counterproductive Work Behavior (CWB)

Counterproductive Work Behavior (CWB) refers to intentional employee behaviors that violate organizational norms, rules, and values, thereby potentially causing harm to the organization or its members. These behaviors not only reflect an employee's failure to fulfill job responsibilities but also indicate a mismatch between organizational expectations and the psychological or workplace conditions perceived by employees (Yean et al., 2022). Within the field of organizational behavior, CWB is recognized as a form of negative workplace behavior that undermines organizational effectiveness by reducing productivity, lowering service quality, and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

increasing operational costs through errors, resource wastage, and interpersonal conflicts. Consequently, CWB has become a major concern in human resource management because its negative consequences extend beyond the organization itself, affecting coworkers, customers, and other stakeholders (Wiernik & Ones, 2018).

Counterproductive Work Behavior may manifest in various forms, ranging from relatively minor actions such as tardiness, using working hours for personal activities, and disregarding organizational procedures, to more serious behaviors including sabotage, misuse of organizational resources, theft, dissemination of information that harms the organization, and aggressive acts toward coworkers. These behaviors are generally considered employees' responses to work conditions perceived as unfair, unsatisfactory, or incapable of fulfilling their psychological needs (Carpenter et al., 2021). Accordingly, the occurrence of CWB is influenced not only by individual characteristics but also by organizational factors, including leadership quality, reward systems, organizational culture, interpersonal relationships, and the overall work climate. A supportive and healthy work environment that meets employees' expectations is therefore less likely to encourage counterproductive behaviors(Carpenter & Berry, 2017).

In public sector organizations, Counterproductive Work Behavior has broader implications because it directly affects the quality of public service delivery (Wiernik & Ones, 2018). Employees who engage in counterproductive behaviors tend to perform below established standards, neglect their responsibilities, and demonstrate lower commitment to providing effective public services. Such conditions may diminish public trust in government institutions and hinder the achievement of organizational objectives. Therefore, Counterproductive Work Behavior is not only regarded as a dependent variable representing employees' negative workplace behavior but also as an important indicator for evaluating the effectiveness of human resource management practices and an organization's ability to create a healthy, productive, and service-oriented work environment (Ariss & Sidani, 2016).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

International Journal of Education, Vocational and Social Science
https://e-journal.citakonsultindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

Framework

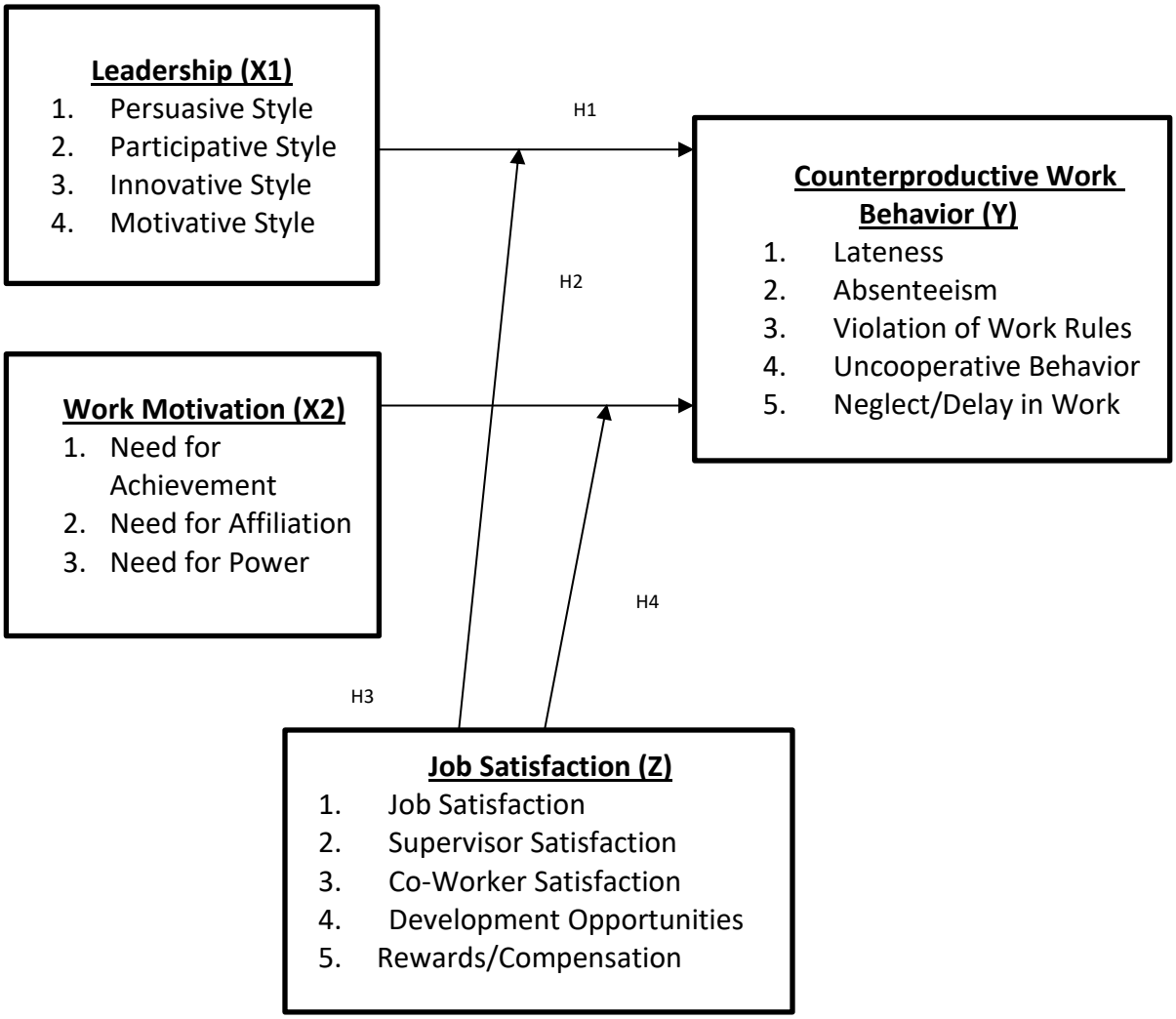


Figure 1. Framework

Hypothesis

H1: Leadership has a significant effect on counterproductive work behavior.

H2: Work motivation has a significant effect on counterproductive work behavior.

H3: Job satisfaction moderates the effect of leadership on counterproductive work behavior.

H4: Job satisfaction moderates the effect of work motivation on counterproductive work behavior.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

RESEARCH METHODS

This study employed a quantitative approach using an explanatory research design to examine the causal relationships among leadership, work motivation, job satisfaction, and counterproductive work behavior (CWB) among employees of the Transportation Agency of West Pesisir Regency. The study was conducted at the Transportation Agency of West Pesisir Regency, Indonesia, focusing on the effects of leadership and work motivation on counterproductive work behavior, with job satisfaction serving as a moderating variable. The research was based on employee performance phenomena reflected in the Employee Performance Target (SKP) evaluation data for the period of January to December 2025.

The population consisted of all employees of the Transportation Agency of West Pesisir Regency, including both civil servants and contract employees. A saturated sampling (census) technique was employed, in which all members of the population were included as research respondents (Dhall, 2019). This sampling technique was selected because the population size was relatively small, allowing the researcher to obtain comprehensive information regarding employees' perceptions and organizational conditions.

The study utilized both primary and secondary data. Primary data were collected through a structured questionnaire developed based on the indicators of each research variable. Secondary data were obtained from organizational documents, Employee Performance Target (SKP) reports, government regulations related to human resource management, and relevant scientific literature. Data collection techniques included direct observation, questionnaire distribution, documentation, and literature review to strengthen the theoretical foundation of the study.

The independent variables in this study were leadership (X1) and work motivation (X2), while counterproductive work behavior (Y) served as the dependent variable. Job satisfaction (Z) functioned as the moderating variable to examine whether it strengthened or weakened the relationships between the independent variables and counterproductive work behavior. Leadership was measured using indicators related to persuasive, participative, innovative, and motivational leadership styles. Work motivation was assessed based on the dimensions of the need for achievement, affiliation, and power. Job satisfaction was measured through indicators including job characteristics, position, absenteeism, turnover, and organizational characteristics. Counterproductive work behavior was assessed through indicators such as lateness, absenteeism, rule violations, uncooperative behavior, and work neglect. All constructs were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Before conducting the main analysis, the research instrument was tested for validity and reliability. Construct validity was evaluated using the Pearson Product-Moment correlation, while reliability was assessed using Cronbach's Alpha coefficient. The instrument was considered valid when the correlation coefficient exceeded the critical value and reliable when Cronbach's Alpha was greater than 0.60. These procedures ensured that all measurement indicators were capable of accurately and consistently representing the constructs under investigation.

Data analysis consisted of descriptive and inferential statistical analyses. Descriptive analysis was used to describe respondents' characteristics and the distribution of responses for each research variable. Hypothesis testing was performed using Moderated Regression Analysis (MRA) to examine the direct effects of leadership and work motivation on counterproductive work behavior as well as the moderating role of job satisfaction in these relationships. Statistical significance was determined at the 5% significance level ($\alpha = 0.05$). Furthermore, the coefficient of determination (R^2) was employed to evaluate the proportion of variance in counterproductive work behavior explained by the independent variables. All statistical analyses were conducted using IBM SPSS Statistics software.

RESULT AND DISCUCCION

Validity Test

Table 1. Validity Test Results

Statement Items	r_{count}	r_{table}	Condition	Conclusion
Leadership (X1)				
X1.1	0,815	0,263	$r_{count} > r_{table}$	Valid
X1.2	0,896	0,263	$r_{count} > r_{table}$	Valid
X1.3	0,848	0,263	$r_{count} > r_{table}$	Valid
X1.4	0,868	0,263	$r_{count} > r_{table}$	Valid
X1.5	0,872	0,263	$r_{count} > r_{table}$	Valid
X1.6	0,866	0,263	$r_{count} > r_{table}$	Valid
X1.7	0,876	0,263	$r_{count} > r_{table}$	Valid
X1.8	0,927	0,263	$r_{count} > r_{table}$	Valid
X1.9	0,816	0,263	$r_{count} > r_{table}$	Valid
X1.10	0,915	0,263	$r_{count} > r_{table}$	Valid
Work Motivation (X_2)				
X2.1	0,742	0,263	$r_{count} > r_{table}$	Valid
X2.2	0,835	0,263	$r_{count} > r_{table}$	Valid
X2.3	0,790	0,263	$r_{count} > r_{table}$	Valid

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Statement Items	r_{count}	r_{table}	Condition	Conclusion
X2.4	0,638	0,263	$r_{count} > r_{table}$	Valid
X2.5	0,709	0,263	$r_{count} > r_{table}$	Valid
X2.6	0,776	0,263	$r_{count} > r_{table}$	Valid
X2.7	0,659	0,263	$r_{count} > r_{table}$	Valid
X2.8	0,788	0,263	$r_{count} > r_{table}$	Valid
X2.9	0,828	0,263	$r_{count} > r_{table}$	Valid
X2.10	0,786	0,263	$r_{count} > r_{table}$	Valid
Job Satisfaction (Z)				
Z.1	0,768	0,263	$r_{count} > r_{table}$	Valid
Z.2	0,819	0,263	$r_{count} > r_{table}$	Valid
Z.3	0,590	0,263	$r_{count} > r_{table}$	Valid
Z.4	0,707	0,263	$r_{count} > r_{table}$	Valid
Z.5	0,821	0,263	$r_{count} > r_{table}$	Valid
Z.6	0,850	0,263	$r_{count} > r_{table}$	Valid
Z.7	0,874	0,263	$r_{count} > r_{table}$	Valid
Z.8	0,937	0,263	$r_{count} > r_{table}$	Valid
Z.9	0,733	0,263	$r_{count} > r_{table}$	Valid
Z.10	0,918	0,263	$r_{count} > r_{table}$	Valid
Counterproductive Work Behavior (Y)				
Y.1	0,948	0,263	$r_{count} > r_{table}$	Valid
Y.2	0,968	0,263	$r_{count} > r_{table}$	Valid
Y.3	0,945	0,263	$r_{count} > r_{table}$	Valid
Y.4	0,976	0,263	$r_{count} > r_{table}$	Valid
Y.5	0,937	0,263	$r_{count} > r_{table}$	Valid
Y.6	0,893	0,263	$r_{count} > r_{table}$	Valid
Y.7	0,964	0,263	$r_{count} > r_{table}$	Valid
Y.8	0,970	0,263	$r_{count} > r_{table}$	Valid
Y.9	0,964	0,263	$r_{count} > r_{table}$	Valid
Y.10	0,973	0,263	$r_{count} > r_{table}$	Valid

Source: Processed data, 2026

The validity test results indicated that all questionnaire items measuring Leadership (X1), Work Motivation (X2), Job Satisfaction (Z), and Counterproductive Work Behavior (Y) produced Pearson correlation coefficients (r-values) exceeding the critical r-table value of 0.263. These findings demonstrate that all measurement items satisfied the validity criteria and were therefore

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

considered appropriate for measuring the intended research constructs. The high correlation between each item and its corresponding total variable score further confirms that the indicators adequately represent their respective constructs. Moreover, no questionnaire items exhibited correlation coefficients below the required threshold, indicating that no items needed to be excluded from the instrument. Consequently, all measurement items were deemed valid and suitable for data collection. These results suggest that the research instrument is capable of accurately capturing the empirical conditions of the variables under investigation and can therefore be used in subsequent analyses, including reliability testing and hypothesis testing.

Reliability Test

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Total Items	Criteria	Conclusion
Leadership (X1)	0,963	10	> 0,60	Reliable
Work Motivation (X2)	0,915	10	> 0,60	Reliable
Job Satisfaction (Z)	0,935	10	> 0,60	Reliable
Counterproductive Work Behavior (Y)	0,989	10	> 0,60	Reliable

Source: Processed data, 2026

The reliability test results demonstrated that all research variables achieved Cronbach's Alpha values exceeding the recommended threshold of 0.60, confirming the internal consistency of the measurement instrument. Specifically, the Leadership variable obtained a Cronbach's Alpha value of 0.963, Work Motivation scored 0.915, Job Satisfaction recorded 0.935, and Counterproductive Work Behavior achieved 0.989. These findings indicate that each construct exhibits a high level of reliability, suggesting that the measurement items consistently assess the intended concepts. The high Cronbach's Alpha coefficients further reflect the strong internal consistency among the indicators within each variable, ensuring that the instrument produces stable and dependable measurements. Consequently, the research instrument is considered reliable and appropriate for data collection, providing accurate and consistent information for subsequent statistical analyses. Therefore, the measurement scales for Leadership (X1), Work Motivation (X2), Job Satisfaction (Z), and Counterproductive Work Behavior (Y) satisfy the reliability requirements and are suitable for hypothesis testing and further data analysis.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Regression Moderate Analysis

Table 3. Regression Moderate Analysis Results

Model	Unstandardized Coeffiecients		Standardized Coeffiecients	t	Sig.
	B	Std. Error	Beta		
Constant	215,910	52,802		4,089	0,000
X1	-2,673	1,258	-1,428	-2,125	0,039
X2	-3,237	1,212	-1,255	-2,670	0,010
Z	-5,633	1,634	-2,648	-3,447	0,001
X1Z	0,079	0,037	2,936	2,139	0,037
X2Z	0,087	0,040	2,864	2,206	0,032

Source: Processed data, 2026

$$Y = 215{,}910 + -2{,}673X_1 - 3{,}237X_2 - 5{,}633Z + 0{,}079X_1Z + 0{,}087X_2Z + et$$

a. The regression constant of 215.910 indicates the estimated level of Counterproductive Work Behavior (CWB) when the effects of Leadership (X1), Work Motivation (X2), and the moderating variable (Z) are assumed to be absent. This value represents the baseline level of counterproductive work behavior before considering the influence of the explanatory variables included in the model
b. The regression coefficient for Leadership is −2.673 with a significance value of 0.039, indicating a significant negative effect on counterproductive work behavior. This finding suggests that a one-unit improvement in leadership is associated with a 2.673-unit decrease in counterproductive work behavior. Therefore, effective leadership contributes to reducing employees' counterproductive behaviors
c. The regression coefficient for Work Motivation is −3.237 with a significance value of 0.010, demonstrating a significant negative relationship with counterproductive work behavior. This result indicates that higher levels of work motivation lead to a 3.237-unit reduction in counterproductive work behavior, implying that motivated employees are less likely to engage in undesirable workplace behaviors.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

d. The coefficient of Job Satisfaction is −5.633 and statistically significant, indicating that job satisfaction directly reduces counterproductive work behavior. In other words, employees with higher levels of job satisfaction tend to exhibit lower levels of counterproductive work behavior.
e. The interaction term Leadership × Job Satisfaction (X1Z) has a positive and significant coefficient of 0.079, indicating that job satisfaction moderates the relationship between leadership and counterproductive work behavior. Specifically, higher job satisfaction strengthens the ability of effective leadership to reduce counterproductive work behavior.
f. The interaction term Work Motivation × Job Satisfaction (X2Z) has a positive and significant coefficient of 0.087, suggesting that job satisfaction also moderates the relationship between work motivation and counterproductive work behavior. This finding indicates that the negative effect of work motivation on counterproductive work behavior becomes stronger when employees experience higher levels of job satisfaction.

Coefficient of Determination

Table 4. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,709	0,502	0,473	11,59240

Source: Processed data, 2026

Based on the coefficient of determination test presented in **Table**, the **R Square** value of **0.502** indicates that **50.2%** of the variation in **Counterproductive Work Behavior (CWB)** is explained jointly by **Leadership (X1), Work Motivation (X2),** and **Job Satisfaction (Z)** as the moderating variable. The **R** value of **0.709** reflects a strong relationship between the variables and CWB. The remaining **49.8%** of the variance is attributable to other factors not included in the research model. In addition, the **Adjusted R Square** value of **0.473** suggests that, after adjusting for the number of predictors, the model retains a moderate explanatory power. Therefore, the regression model is considered adequate for explaining counterproductive work behavior among employees of the **West Pesisir Regency Transportation Agency,** although other factors beyond the model may also influence the behavior.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Hyphothesis Test

The Influence of Leadership on Counterproductive Work Behavior

Table 5. Recapitulation of t-Test Calculations for Leadership Variables

Variable	t_{count}	t_{table} (n-k-2; α0,05)	Condition	Conclusion
Leadership	-2,125 (sig. 0,039)	2,008	$\|t_{count}\| > t_{table}$ (0,039 < 0,05)	Ho is rejected and Ha is accepted

Source: Processed data, 2026

The partial test results show that the Leadership variable has a t-value of -2.125 with a significance value of 0.039, which is smaller than 0.05, so H_0 is rejected and H_1 is accepted. These results indicate that leadership has a negative and significant effect on employee Counterproductive Work Behavior at the Pesisir Barat Regency Transportation Agency. In other words, the more effective the leadership implemented, the lower the tendency of employees to engage in counterproductive work behavior, such as lateness, absenteeism, and violations of organizational rules.

The Influence of Work Motivation on Counterproductive Work Behavior

Table 6. Recapitulation of t-Test Calculations for Work Motivation Variables

Variable	t_{count}	t_{table} (n-k-2; α0,05)	Condition	Conclusion
Work Motivation	-2,670 (sig. 0,010)	2,008	$\|t_{count}\| > t_{table}$ (0,010 < 0,05)	Ho is rejected and Ha is accepted

Source: Processed data, 2026

The partial test results showed that Work Motivation had a t-value of -2.670 with a significance level of 0.010 (< 0.05), indicating a negative and statistically significant effect on employees' Counterproductive Work Behavior at the Transportation Agency of West Pesisir Regency. These findings suggest that higher levels of work motivation are associated with lower levels of counterproductive work behavior, reducing employees' tendency to delay tasks or disregard organizational rules.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

The Influence of Job Satisfaction on Counterproductive Work Behavior

Table 7. Recapitulation of t-Test Calculations for Job Satisfaction Variables

Variable	t_{count}	t_{table} (n-k-2; α0,05)	Condition	Conclusion
Job Sartisfaction	-3,447 (sig. 0,001)	2,008	$\|t_{count}\| > t_{table}$ (0,001 < 0,05)	Ho is rejected and Ha is accepted

Source: Processed data, 2026

The partial test results indicate that the Job Satisfaction variable has an absolute t-value of 3.447, which is greater than the t-table value (2.008), with a significance value of 0.001 < 0.05. Therefore, H_o is rejected and H_a is accepted, indicating that Job Satisfaction has a negative and significant effect on Counterproductive Work Behavior among employees of the Transportation Agency of West Pesisir Regency. This finding suggests that higher levels of job satisfaction are associated with a lower tendency for employees to engage in counterproductive work behavior.

Job Satisfaction Moderates the Influence of Leadership on Counterproductive Work Behavior

Table 8. Recapitulation of t-Test Calculations for the Moderating Variable of Job Satisfaction with Leadership

Variable	t_{count}	t_{table} (n-k-2; α0,05)	Condition	Conclusion
Moderation of Z with X1	2,139 (sig. 0,037)	2,008	$\|t_{count}\| > t_{table}$ (0,037 < 0,05)	Ho is rejected and Ha is accepted

Source: Processed data, 2026

The moderation test results showed that the *t*-value was 2.139, which exceeded the *t*-table value of 2.008, with a significance value of 0.037, which was lower than the 0.05 significance level. Therefore, H_o was rejected and H_a was accepted, indicating that Job Satisfaction moderates the effect of Leadership on Counterproductive Work Behavior among employees of the West Pesisir Regency Transportation Office. The positive interaction coefficient of 0.079 indicates that higher levels of job satisfaction strengthen the negative effect of leadership in reducing counterproductive work behavior, such as tardiness and absenteeism.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Table 9. Recapitulation of t-Test Calculations for the Moderating Variables of Job Satisfaction with Work Motivation

Variable	t_{count}	t_{table} (n-k-2; α0,05)	Condition	Conclusion
Moderation of Z with X2	2,206 (sig. 0,032)	2,008	$\|t_{count}\| > t_{table}$ (0,032 < 0,05)	Ho is rejected and Ha is accepted

Source: Processed data, 2026

The moderation test results indicate that the *t*-value of 2.206 exceeded the *t*-table value of 2.008, with a significance value of 0.032 (< 0.05). Therefore, H_o was rejected and H_a was accepted, confirming that Job Satisfaction moderates the relationship between Work Motivation and Counterproductive Work Behavior among employees of the West Pesisir Regency Transportation Office. The positive interaction coefficient of 0.087 indicates that Job Satisfaction strengthens the negative effect of Work Motivation in reducing counterproductive work behavior. Thus, higher job satisfaction enhances the effectiveness of work motivation in minimizing behaviors such as delaying tasks, absenteeism, and disregarding work procedures.

DISCUSSION

The analysis results indicate that the research model adequately explains Counterproductive Work Behavior (CWB) among employees of the West Pesisir Regency Transportation Office. The coefficient of determination (R^2) of 0.502 shows that leadership, work motivation, and job satisfaction jointly account for 50.2% of the variance in CWB, while the remaining 49.8% is explained by other factors outside the model (Yean et al., 2022). Hypothesis testing further reveals that leadership has a negative and significant effect on CWB (t = −2.125; p = 0.039), with a regression coefficient of −2.673, indicating that better leadership quality is associated with lower levels of counterproductive work behavior. These findings highlight the importance of effective leadership in fostering employee commitment, strengthening work discipline, and creating a positive organizational culture that minimizes deviant behavior (Turmudhi & Ristianawati, 2023). Descriptive analysis also shows that leadership was rated as very good, achieving a score of 87.29%. However, employee involvement in decision-making remains relatively limited. Therefore, adopting a more participative leadership approach is expected to enhance employees' sense of ownership and strengthen their commitment to the

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

organizatio(Paais & Pattiruhu, 2020).

The findings indicate that work motivation has a negative and significant effect on Counterproductive Work Behavior (CWB) (t = −2.670; p = 0.010), suggesting that higher levels of work motivation are associated with lower levels of counterproductive behavior among employees. This result supports the view that motivation, as an internal and external driving force, encourages individuals to perform their tasks optimally in pursuit of organizational goals (Sokolic et al., 2024). Highly motivated employees tend to demonstrate stronger commitment, greater discipline, higher responsibility, and better productivity, thereby reducing the likelihood of engaging in counterproductive behaviors (Slemp et al., 2018).Descriptive analysis further reveals that employees' work motivation is categorized as very good. Based on McClelland's Needs Theory, the need for achievement was identified as the strongest dimension (94.29%), while the need for affiliation received the lowest score. These findings suggest that interpersonal relationships, teamwork, and communication should be strengthened to foster more balanced work motivation and improve both employee performance and organizational effectiveness (Dari, 2020).

The findings indicate that job satisfaction moderates the relationship between leadership and counterproductive work behavior, as evidenced by a significance value of 0.037. This suggests that higher levels of job satisfaction enhance the effectiveness of leadership in reducing counterproductive work behavior. Job satisfaction reflects employees' positive attitudes toward their work, which foster greater motivation, loyalty, commitment, and willingness to follow leadership directives. Conversely, low job satisfaction may weaken the positive impact of leadership and increase the likelihood of behaviors that are detrimental to the organization. Therefore, effective leadership should be supported by organizational efforts to improve job satisfaction through fair reward systems, a supportive work environment, career development opportunities, and harmonious workplace relationships. These findings are consistent with Nguyen, (2020) who described job satisfaction as a positive emotional response to work, and Krishnan & Loon, (2018) who found that higher job satisfaction strengthens employee loyalty and reduces counterproductive behavior.

The findings indicate that job satisfaction serves as a moderating variable that strengthens the effect of work motivation in reducing Counterproductive Work Behavior (CWB), as evidenced by a significance value of 0.032. Consistent with Herzberg's *Two-Factor Theory*, job satisfaction is an intrinsic factor that enhances employees' commitment, engagement, and responsibility, making work motivation more effective in minimizing deviant behavior. This finding is supported

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

by Broby, (2021) who concluded that the combination of high work motivation and job satisfaction promotes positive work behavior while improving employee loyalty, discipline, and organizational commitment. Descriptive analysis further revealed that CWB among employees of the West Pesisir Regency Transportation Office was classified as good, with an achievement score of 73.64%, although the misuse of office facilities for personal purposes remained relatively high. Therefore, the organization should strengthen internal supervision, establish clearer procedures for the use of organizational assets, and create a work environment that enhances both work motivation and job satisfaction to further reduce counterproductive work behavior and improve organizational effectiveness (Rahman et al., 2023).

Overall, the findings demonstrate that leadership and work motivation have a negative and significant effect on Counterproductive Work Behavior (CWB), while job satisfaction strengthens the influence of both variables. These results suggest that efforts to reduce CWB among employees of the West Pesisir Regency Transportation Office should focus on enhancing participative leadership, strengthening employee work motivation, and maintaining job satisfaction on a continuous basis. The integration of these three factors is expected to foster a more conducive work environment, enhance employee commitment, and support the effective achievement of organizational goals.

CONCLUSION

1. Leadership has a negative and significant effect on Counterproductive Work Behavior (CWB). Better leadership quality is associated with lower levels of employees' counterproductive work behavior.
2. Work motivation has a negative and significant effect on Counterproductive Work Behavior (CWB). Higher work motivation reduces employees' tendency to engage in counterproductive work behavior.
3. Job satisfaction moderates and strengthens the relationship between leadership and Counterproductive Work Behavior (CWB). Higher job satisfaction enhances the effectiveness of leadership in reducing counterproductive work behavior.
4. Job satisfaction also moderates and strengthens the relationship between work motivation and Counterproductive Work Behavior (CWB). Work motivation is more effective in reducing counterproductive work behavior when supported by higher levels of job satisfaction.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

IMPLICATION

The study findings indicate that improving leadership, work motivation, and job satisfaction is essential for reducing Counterproductive Work Behavior (CWB) among employees of the West Pesisir Regency Transportation Office. Leadership should become more participative by involving employees in decision-making while maintaining effective persuasive communication. Work motivation can be strengthened by fostering teamwork and preserving employees' high achievement motivation through appropriate challenges and fair reward systems. In addition, job satisfaction should be enhanced by improving career development opportunities, employee welfare, and a supportive work environment while maintaining fair job responsibilities that match employees' competencies. To further minimize CWB, the organization should consistently enforce discipline through reward and punishment mechanisms and strengthen supervision of organizational assets to prevent misuse. Overall, the research model demonstrates that leadership, work motivation, and job satisfaction explain 50.2% of the variation in CWB, suggesting that strengthening these three factors is a key strategy for creating a more productive work environment and reducing counterproductive behavior.

REFERENCES

Agubosim, B. B., Arshad, M. M., Alias, S. N., & Moosavi, A. (2023). Job Satisfaction and Job Performance among University Staff in Nigeria. *International Journal of Academic Research in Progressive Education and Development*, *12*(2). https://doi.org/10.6007/ijarped/v12-i2/17669

Alrefaei, F. (2020). Job Satisfaction: Analysis of the Institute of Public Administration. *International Journal of Managerial Studies and Research*, *8*(12). https://doi.org/10.20431/2349-0349.0812008

Andriana, I., Riyanto, D., & Darmawan, D. (2019). Workload and Motivation on Employees Performance Analyzed by Information Technology. *IOP Conference Series: Materials Science and Engineering*, *662*(2), 022120. https://doi.org/10.1088/1757-899X/662/2/022120

Ariss, A. Al, & Sidani, Y. (2016). Comparative international human resource management: Future research directions. *Human Resource Management Review*, *26*(4), 352–358. https://doi.org/10.1016/j.hrmr.2016.04.007

Asma, N., Haedar, H., & Dewi, S. R. (2023). The Influence of Compensation and Work Environment on Employee Job Satisfaction at PDAM Luwu Regency. *JENIUS (Jurnal Ilmiah Manajemen*

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Sumber Daya Manusia), *6*(3), 607. https://doi.org/10.32493/JJSDM.v6i3.29876

Barrena-Martínez, J., López-Fernández, M., & Romero-Fernández, P. M. (2019). Towards a configuration of socially responsible human resource management policies and practices: findings from an academic consensus. *International Journal of Human Resource Management*, *30*(17), 2544–2580. https://doi.org/10.1080/09585192.2017.1332669

Broby, D. (2021). Financial technology and the future of banking. *Financial Innovation*, *7*(1). https://doi.org/10.1186/s40854-021-00264-y

Carpenter, N. C., & Berry, C. M. (2017). Are Counterproductive Work Behavior and Withdrawal Empirically Distinct? A Meta-Analytic Investigation. *Journal of Management*, *43*(3), 834–863. https://doi.org/10.1177/0149206314544743

Carpenter, N. C., Whitman, D. S., & Amrhein, R. (2021). Unit-Level Counterproductive Work Behavior (CWB): A Conceptual Review and Quantitative Summary. *Journal of Management*, *47*(6), 1498–1527. https://doi.org/10.1177/0149206320978812

Choir, M., Damayanti, E., & Suyono, J. (2021). The Effect of Work Communication and Work Motivation to Employee Performance at PT. Catur Mitra Sejati Sentosa. *Jurnal Ekonomi*, *21*(1), 1–11. https://doi.org/10.29138/je.v21i1.126

Dari, S. U. (2020). The Effect of Work Discipline and Work Motivation on the Performance of Abab Subdistrict Office Employees, PALI Regency. In *International Journal of Marketing & Human Resource Research* (Vol. 1, Number 1).

Dewi, D. Y., Yudi Nur Supriadi, & Acim Heri Iswanto. (2022). The Effect of Transformational Leadership, Quality of Work-Life on Organizational Citizenship Behavior with Organizational Commitment Mediation. *Journal of Social Science*, *3*(2), 308–323. https://doi.org/10.46799/jss.v3i2.315

Dhall, P. (2019). Quantitative Data Analysis. In R. N. Subudhi & S. Mishra (Eds.), *Methodological Issues in Management Research: Advances, Challenges, and the Way Ahead* (pp. 109–125). Emerald Publishing Limited. https://doi.org/10.1108/978-1-78973-973-220191008

Dunan, H., Syarofa, H., Ekonomi dan Bisnis, F., & Bandar Lampung, U. (2026). The Effect of Workload and Employee Engagement on Employee Job Satisfaction at Bun Kopi in Bandar Lampung. *Bisnis Dan Manajemen*, *13*(2). https://doi.org/10.36987/ecobi.v%vi%i.8855

Fatonah, F. (2023). Literature Study on Competitive Advantage in Official Schools Which is Influenced By Factors: Competitive Strategies, Leadership, and Competence. *DIJMS Dinasti International Journal of Management Science*, *4*(5), 822–832. https://doi.org/10.31933/dijms.v4i5

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Jawaad, M., Amir, A., Bashir, A., & Hasan, T. (2019). Human resource practices and organizational commitment: The mediating role of job satisfaction in emerging economy. *Cogent Business and Management*, *6*(1). https://doi.org/10.1080/23311975.2019.1608668

Kim, T., & Chang, J. (2019). Organizational culture and performance: a macro-level longitudinal study. *Leadership & Organization Development Journal*, *40*(1), 65–84. https://doi.org/10.1108/LODJ-08-2018-0291

Kim, W. H., Ra, Y.-A., Park, J. G., & Kwon, B. (2017). Role of burnout on job level, job satisfaction, and task performance. *Leadership & Organization Development Journal*, *38*(5), 630–645. https://doi.org/10.1108/LODJ-11-2015-0249

Krishnan, R., & Loon, K. W. (2018). The Effects of Job Satisfaction and Work-Life Balance on Employee Task Performance. *International Journal of Academic Research in Business and Social Sciences*, *8*(3). https://doi.org/10.6007/ijarbss/v8-i3/3956

Leso, B. H., Cortimiglia, M. N., & Ghezzi, A. (2023). The contribution of organizational culture, structure, and leadership factors in the digital transformation of SMEs: a mixed-methods approach. *Cognition, Technology and Work*, *25*(1), 151–179. https://doi.org/10.1007/s10111-022-00714-2

Mat Desa, N., Hasmi Abu Hassan Asaari, M., & Lee Yim, C. (2020). Human Resource Management Practices and Job Satisfaction among Courier Service Provider Employees. *International Journal of Asian Social Science*, *10*(6), 327–338. https://doi.org/10.18488/journal.1.2020.106.327.338

Mohamed, M. A., Matan, A. H., & Farah, M. A. (2025). The Impact of Motivation on Employee Performance of Non-Governmental Organizations in Mogadishu. *International Journal of Organizational Leadership*, *14*, 108–125. https://www.ijol.cikd.ca

Mustika Jaya, D., & Masdupi, E. (2019). *The Effect of Transformational Leadership, Discipline and Work Motivation on Employee Performance at West Sumatera BPMP*.

Nguyen, H. T. (2020). Factors affecting job satisfaction of accountant and auditors at hanoi auditing firms. *Accounting*, *7*(2), 357–362. https://doi.org/10.5267/j.ac.2020.11.017

Oktaviannur, M. (2024). The Effect of Work Motivation and Work Environment on Employee at PDAM Way Rilau Bandar Lampung City. *IJEBIR*, *03*(02), 1091–1101.

Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, *7*(8), 577–588. https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577

Rahmadani, V. G., Schaufeli, W. B., Stouten, J., Zhang, Z., & Zulkarnain, Z. (2020). Engaging

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

leadership and its implication for work engagement and job outcomes at the individual and team level: A multi-level longitudinal study. *International Journal of Environmental Research and Public Health*, *17*(3). https://doi.org/10.3390/ijerph17030776

Rahman, M. M., Rose, R. C., Som, H. M., & Newaz, H. T. M. Q. (2023). Assessing Job Satisfaction in the Bangladeshi Readymade Garment Industry: A Study of Shams Styling Wears Limited Using PLS-SEM Modeling. *International Journal of Management and Accounting*, *5*(4), 53–65. https://doi.org/10.34104/ijma.023.0053065

Rita, M., Randa Payangan, O., Rante, Y., Tuhumena, R., & Erari, A. (2018). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management*, *60*(4), 953–964. https://doi.org/10.1108/IJLMA-03-2017-0026

Rosalia, P. D., Mintarti, S., & Heksarini, A. (2020). The Effect of Compensation and Motivation on Job Satisfaction and Employee Performance at SMK Medika Samarinda. *Saudi Journal of Business and Management Studies*, *5*(7), 448–454. https://doi.org/10.36348/sjbms.2020.v05i07.009

Sanjaya, M., & Indrawati, L. (2023). THE INFLUENCE OF JOB SATISFACTION, WORK MOTIVATION, AND EMPLOYEE COMMITMENT ON EMPLOYEE PERFORMANCE. *Research In Management and Accounting*, *6*(1), 11–20. https://doi.org/10.33508/rima.v6i1.4538

Sari, R. N., Martono, T., & Gunarhadi. (2020). ANALYSIS EFFECT OF PEDAGOGIC AND PROFESSIONAL COMPETENCY ON STUDENTS' LEARNING ACHIEVEMENT THROUGH TEACHERS' WORK MOTIVATION. *International Journal of Education and Social Science Research*, *03*(06), 298–309. https://doi.org/10.37500/IJESSR.2020.3627

Singh, S. K., Giudice, M. Del, Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, *150*, 1–12. https://doi.org/10.1016/j.techfore.2019.119762

Slemp, G. R., Kern, M. L., Patrick, K. J., & Ryan, R. M. (2018). Leader autonomy support in the workplace: A meta-analytic review. *Motivation and Emotion*, *42*(5), 706–724. https://doi.org/10.1007/s11031-018-9698-y

Sokolic, D., Croitoru, G., Florea, N. V., Robescu, V. O., & Cosac, A. (2024). The Effect of Leadership Styles on Employee Motivation and Organizational Performance in Public Sector Organizations. *Valahian Journal of Economic Studies*, *15*(1), 53–72.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

https://doi.org/10.2478/vjes-2024-0005

Suriansyah, A. (2022). The Effect of School Principal Leadership on Teacher Performance through Work Discipline and Teacher Achievement Motivation of State Elementary School in Batumandi District. *International Journal of Social Science And Human Research*, (06), 2769–2778. https://doi.org/10.47191/ijsshr/v5-i6-114

Susanti, O., & Yulianti, O. (2021). The Effect of Motivation and Human Resources Development on Employee Performance at Dukcapil Agency of Central Bengkulu Regency Pengaruh Motivasi dan Pengembangan Sumber Daya Manusia terhadap Kinerja Pegawai pada Dinas Dukcapil Bengkulu Tengah. In *Journal of Indonesian Management* (Vol. 1, Number 3).

Turmudhi, A., & Ristianawati, Y. (2023). Performance of Village-Owned Moro Berkah's Employees: Analyzing Workplace Motivation and Workplace Discipline. *ADPEBI International Journal of Business and Social Science*, *3*(1), 42–49. https://doi.org/10.54099/aijbs.v3i1.552

Wiernik, B. M., & Ones, D. S. (2018). Ethical employee behaviors in the consensus taxonomy of counterproductive work behaviors. *International Journal of Selection and Assessment*, *26*(1), 36–48. https://doi.org/10.1111/ijsa.12199

Yean, T. F., Johari, J., Yahya, K. K., & Chin, T. L. (2022). Determinants of Job Dissatisfaction and Its Impact on the Counterproductive Work Behavior of University Staff. *SAGE Open*, *12*(3). https://doi.org/10.1177/21582440221123289

Yety, Y., Dunan, H., & Barusman, A. R. P. (2024). THE EFFECT OF MOTIVATION AND SOLAR DRYER DOME ASSISTANCE ON THE PERFORMANCE OF THE TRUBUS FARMER GROUP IN WEST PRINGSEWU VILLAGE, PRINGSEWU SUB-DISTRICT, PRINGSEWU REGENCY. *Jpurnal of Management, Business, and Social Science*, (4), 225–231. http://journal.ubl.ac.id/index.php/mabuss

Zuama, M., Sudiarditha, I. K. R., & Wolor, C. W. (2023). Leadership Determination and Training Effectiveness on Employee Performance Through Work Motivation Mediation. *International Journal of Applied Business and International Management*, *8*(1), 113–127. https://doi.org/10.32535/ijabim.v8i1.2132

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License