



The Effect of Motivation, Career Development, and Transformational Leadership Style on Employee Job Satisfaction at the Banyumas BPN Spatial Planning Office

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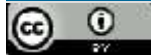
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ABSTRACT

This study aims to examine the influence of motivation, career development, and transformational leadership style on employee job satisfaction at the Agrarian and Spatial Planning Office of the National Land Agency (BPN) Banyummas. This study uses a quantitative approach with a saturated sampling technique, where questionnaires are distributed to 101 employees. Data analysis was performed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS). The results show that career development and transformational leadership style have a positive and significant effect on job satisfaction, while motivation has no significant effect.

INTRODUCTION

The Indonesian government has the authority to regulate all matters needed by all Indonesian citizens, one of which is the National Land Agency (BPN) Agrarian and Spatial Planning Office, located in all regencies. This office is a vertical agency with its head office in the ministry. The BPN office has established branches in each regency. One of these is located in Banyumas Regency and is tasked with assisting the regent in government affairs and carrying out assistance responsibilities in the fields of land and spatial planning, including some special privileges related to both areas (Banyumas24jam, 2024).

The Banyumas National Land Agency (BPN) Agrarian and Spatial Planning Office is located at Jl. Jendral Sudirman No. 356-358, Kranji Muntang, Purwanegara, East Purwokerto District. The Ministry of Agrarian and Spatial Planning (BPN) has a national strategic program, namely Complete Systematic Land Registration (PTSL). This project is designed to accelerate the land registration process throughout Indonesia, including in Banyumas Regency, in accordance with the Minister of ATR/BPN Regulation Number 6 of 2018. In Banyumas Regency, the target is to issue 36,400 certificates in 2024 in ten villages across several sub-districts (Raihan, 2024). To meet these targets, employees work overtime, pick up files from villages, and accompany village officials in document entry. Ensuring these activities run smoothly requires teamwork, coordination between departments, and monitoring and direction from leaders in meeting PTSL targets, which are also crucial due to the significant size of the PTSL target.

Human resources are factors that have the ability to think, feel, and develop skills, which directly influence organizational achievements, so that without reliable human resources, advances in technology, information, capital, and materials will not be sufficient to achieve organizational goals (Sutrisno, 2023). According to Safitri & Jaenab, (2023) He stated that the most crucial factor in every organization is human resources, given their role not only in increasing competitiveness but also as a key determinant of organizational success. Organizations often face obstacles in achieving their goals due to low employee job satisfaction. Employees who lack job satisfaction become obstacles to achieving an organization's targets and goals.

According to Gunawan & Kusmayadin, (2021) Job satisfaction is an individual's sense of satisfaction with characteristics encompassing the nature of the tasks performed, performance achievements, the form of supervision received, and feelings of comfort and interest in one's work. Job satisfaction is a positive psychological state that arises when an employee's needs, such as physical, emotional, social, and self-development needs, are optimally met in the work environment (Fatmala et al., 2022). If employees feel satisfied with their work, targets will be achieved more quickly. Job satisfaction is something that needs to be considered.

Employee job satisfaction at the Banyumas National Land Agency (BPN) Agrarian Spatial Planning Office is an important factor in achieving PTSL targets. A mini-research conducted by researchers at the Banyumas National

Land Agency (BPN) Agrarian Spatial Planning Office revealed that employees are required to work overtime, pick up files from villages, and assist village officials in document entry. This increased workload, however, has not been adequately supported by management, hindering the achievement of organizational goals and targets. Therefore, adequate support and motivation are needed for employees to achieve job satisfaction and optimally achieve targets. Opportunities for career development based on their skills and experience have not been maximized, indicating that planned career development can be a key factor in creating a satisfying work environment. Leadership requires teams to think creatively, but employees still lack confidence, hindering their ability to complete their work. This suggests that effective implementation of a transformational leadership style has the potential to significantly impact job satisfaction.

Work motivation is an internal drive that arises from within an individual as well as external stimulation provided by superiors which aims to encourage the optimal achievement of organizational goals (Yanti & Mukminin, 2021). According to Fatmala et al., (2022) Motivation is an internal driving factor that has an important role in encouraging increased job satisfaction, highly motivated employees tend to show greater job satisfaction.

This research is supported by previous research conducted by (Fatmala et al., 2022; Nuranisa et al., 2024; Wulandari Reni et al., 2023) stated that motivation has a positive and significant effect on job satisfaction. Meanwhile, the results of research conducted by Nurcahyati & Irawanto, (2024) And Fausta & Ekawati, (2023) shows that motivation does not have a significant effect on job satisfaction.

Besides motivation, career development is also a factor that can influence job satisfaction. According to Rulianti & Nurpribadi, (2023) Career development is a process of providing opportunities for individuals to grow and develop themselves in their work, thereby increasing motivation, job satisfaction, and the performance and results achieved. Hestin, (2021) states that human resource development is an effort to broaden insight and improve skills to support the achievement of organizational goals, increase work efficiency, and build high work motivation.

This research is supported by previous research conducted by (Fatmala et al., 2022; Hestin, 2021; Rulianti & Nurpribadi, 2023), stated that career development has a positive and significant influence on job satisfaction. Other researchers Muliati & Kusumayadi, (2022) shows that career development does not have a significant effect on job satisfaction.

In addition, other factors such as Transformational leadership style can also influence job satisfaction. According to Gunawan & Kusmayadin, (2021) states that transformational leadership style is a leadership style that has a charismatic character, characterized by its ability to build strong emotional bonds with subordinates to direct and motivate them in achieving organizational goals.

This research is supported by previous researchers (Ningrum et al., 2023; Rejekiyah et al., 2024; Safitri & Jaenab, 2023) which states that transformational

leadership style has a positive and significant influence on job satisfaction. Meanwhile, research Gunawan & Kusmayadin, (2021), stated that transformational leadership style does not influence job satisfaction.

This research is a development of previous research. Fatmala et al., (2022) with career development and motivation variables on employee job satisfaction. as well as research Gunawan & Kusmayadin, (2021) with the transformational leadership style variable on employee job satisfaction.

LITERATURE REVIEW

Two-Factor Theory

In this study, the two-factor theory was used. According to Herzberg (1959), job satisfaction is influenced by two types of factors, namely motivating factors and hygiene factors Robbins & Judge, (2015) This theory links intrinsic factors with job satisfaction levels and extrinsic factors with job dissatisfaction. In this study, motivation, career development, and transformational leadership styles can be linked to the two-factor theory. Motivation acts as a motivating factor that encourages employees to be more productive and increases job satisfaction. Career development contributes to job satisfaction because it provides opportunities for employees to develop, improve competencies, and achieve higher career levels. Transformational leadership styles can create an inspiring and supportive work environment, thereby strengthening motivating factors in increasing job satisfaction. Hygiene factors such as organizational policies and employee welfare must also be considered by ensuring fair and transparent policies, creating a comfortable and safe work environment, and providing space for employees to express aspirations or complaints openly. Thus, when motivation, career development, and transformational leadership styles are optimally implemented, they can potentially increase job satisfaction.

Job Satisfaction

According to Maryen et al., (2023) Job satisfaction is defined by job characteristics, supervisor support, relationships with coworkers, and salary. Job satisfaction is a pleasurable emotional state experienced by employees regarding their work, arising from various aspects, including satisfaction with the tasks performed, compensation received, promotion opportunities, quality of supervision, and interpersonal relationships with coworkers (Gunawan & Kusmayadin, 2021). According to Sutrisno, (2023) Job satisfaction is an employee's emotional reaction to work that reflects feelings of pleasure or dissatisfaction, which are influenced by expectations and attitudes toward various job factors.

Job satisfaction is influenced by various factors, including opportunities for development, guarantees of job security, income levels, quality of management and organizational policies, effectiveness of supervision, the intrinsic value of the tasks carried out, work environment conditions, social relations in the workplace, communication systems, and the availability of supporting facilities (Sutrisno, 2023). Meanwhile, the job satisfaction indicators used are job characteristics, superior support, relationships between colleagues, and salary (Maryen et al., 2023).

Motivation

According to Maryen et al., (2023) Motivation indicators include responsibility, work enthusiasm, salary satisfaction, expectations of financial rewards, and the desire to develop. Motivation is a drive or force within an individual that drives, directs, and sustains behavior to achieve goals (Sutrisno, 2023). According to Yanti & Mukminin, (2021) Motivation is an internal force that drives individuals to engage in a series of directed behavioral processes to achieve certain goals, both intrinsic and extrinsic.

According to Sutrisno, (2023)m states that motivational factors, namely internal factors, include various drives within the individual, such as the desire to maintain survival, the desire to own something, the drive to gain appreciation and recognition, and the desire to have influence in their social environment. Meanwhile, external factors include various aspects outside the individual, such as conducive work environment conditions, the provision of appropriate rewards, optimal supervision, certainty of job continuity, as well as clarity of roles and responsibilities carried out, and flexible policies or rules. Meanwhile, the motivational indicators used include responsibility, work enthusiasm, satisfaction with salary, expectations of financial rewards, and the desire to develop (Maryen et al., 2023).

Career Development

Career development is a process of stages or job levels that a person goes through in their career in an organization from the time they join until the end of their work period, which reflects the dynamics and professional development of the individual (Hestin, 2021). According to Sutrisno, (2023), career development is a process of improvement carried out by individuals to achieve their career plan goals in a directed and sustainable manner.

According to Sutrisno, (2023) Career development is influenced by various factors, including the attitudes of superiors and colleagues, work experience, education level, achievements, and luck, which play a role in an individual's career path. Career development indicators include work performance, exposure, networks, mentors, and experience (Fatmala et al., 2022).

Transformational Leadership Style

According to Gunawan & Kusmayadin, (2021) Transformational leadership style is a form of leadership that emphasizes inspiration and motivating subordinates to achieve organizational goals. Transformational leadership style is a leadership style characterized by charismatic leader behavior, which is demonstrated through individual attention to subordinates, treatment of employees as whole individuals, and appreciation for employee concern and contribution to the organization, thus creating a humanistic work atmosphere, where employees feel valued and treated with dignity (Insan, 2019).

According to Human, (2019) Transformational leadership style consists of several factors, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In this study, transformational leadership style was measured using four indicators: idealized influence,

inspirational motivation, intellectual stimulation, and individualized consideration (Maryen et al., 2023).

The Influence of Motivation on Employee Job Satisfaction

Motivation is also defined as an internal drive that arouses enthusiasm within a person, so that he is willing to cooperate and put all his efforts into achieving satisfaction (Yanti & Mukminin, 2021). According to Herzberg (1959) in the two-factor theory, emphasis is placed on factors directly related to work, such as development opportunities, responsibility, recognition, and achievement. Its influence is that if the motivation provided by the agency is in accordance with what employees expect, it can contribute to increasing satisfaction in work.

This research is supported by research that has been conducted by (Fatmala et al., 2022; Nuranisa et al., 2024; Wulandari Reni et al., 2023) which states that motivation has a positive and significant influence on job satisfaction.

H1: Motivation has a positive and significant effect on Job Satisfaction

The Influence of Career Development on Employee Job Satisfaction

Career development is a strategy carried out to ensure that employees maintain high credibility within the organization, thus encouraging increased work productivity and employee loyalty to the agency (Fatmala et al., 2022). According to Hestin, (2021) Career development is the process of increasing employee knowledge, skills, and experience through education and training, thereby supporting success in carrying out their duties. In the context of Herzberg's (1959) two-factor theory, career development is a motivating factor that can increase job satisfaction because it provides opportunities for growth, recognition, and achievement, which directly impact employee morale and productivity.

This research is in accordance with research that has been conducted by (Fatmala et al., 2022; Hestin, 2021; Rulianti & Nurpribadi, 2023) stated that career development has a positive and significant effect on job satisfaction.

H2: Career Development has a positive and significant effect on Job Satisfaction

The Influence of Transformational Leadership Style on Employee Job Satisfaction

According to Gunawan & Kusmayadin, (2021) Transformational leadership style is an individual's skill in influencing and directing groups so that they can work together to achieve goals, and ensure that all members of the organization are well prepared to face future challenges. In its application, transformational leadership style encompasses the theory of two main factors by Herzberg (1959), namely influence idealized influence and inspirational motivation Leaders act as respected role models and are able to inspire enthusiasm, passion, and commitment to work, thereby ensuring employee job satisfaction and optimally achieving targets and goals. This is particularly effective when transformational leadership aligns with the leadership style desired by employees, resulting in increased job satisfaction.

This research is supported by previous research from (Ningrum et al., 2023; Rejekiyah et al., 2024; Safitri & Jaenab, 2023) which states that Transformational Leadership Style has a positive and significant influence on job satisfaction.

H3: Transformational Leadership Style has a positive and significant effect on Job Satisfaction

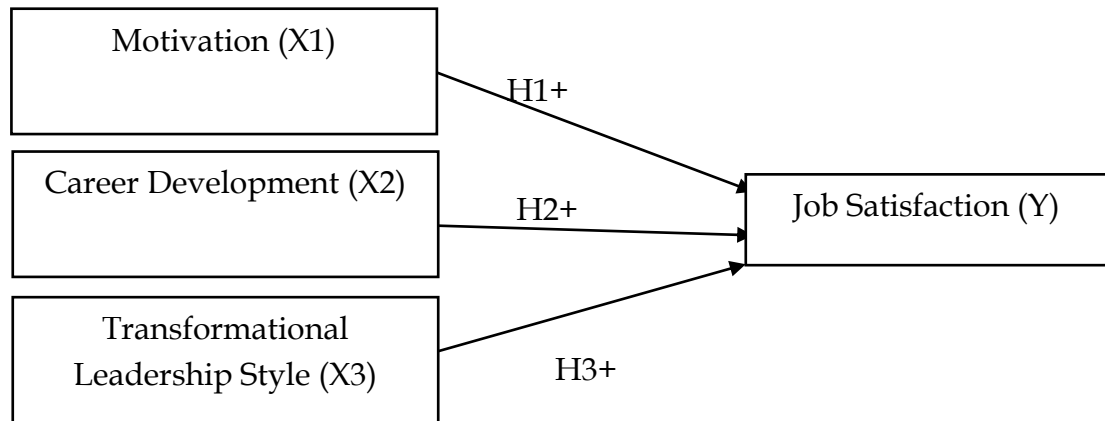


Figure 1. Framework

METHODOLOGY

This study uses a quantitative approach to analyze the influence of independent variables, namely Motivation, Career Development, and Transformational Leadership Style, on the dependent variable, namely Job Satisfaction. The population of this study was 101 employees of the Banyumas National Land Agency (BPN) Spatial Planning Office. The entire population in this study was used as a sample. The sampling technique chosen was saturated sampling. According to Sugiyono, (2019) Saturated sampling is a method where the entire population is used as respondents in a study. This technique is typically used with small populations to reduce sampling error and increase the validity of research results. The following data shows the number of employees per division:

Table 1. Employees of the Banyumas BPN Agrarian Spatial Planning Office

Division	Number of Employees
General Administration Sub-Section	23 Employees
Survey and Mapping Section	29 Employees
Rights Determination and Registration Section	26 Employees
Arrangement and Empowerment Section	7 Employees
Land Acquisition and Development Section	9 Employees
Dispute Control and Handling Section	7 Employees
Amount	101 Employees

Source from the Office of Agrarian Spatial Planning

In this study, questionnaires were the primary method of data collection from respondents. The questionnaires were compiled based on indicators for

each research variable, namely Motivation (X1), Career Development (X2), and Transformational Leadership Style (X3), as well as Job Satisfaction (Y). Each variable was measured using a number of Likert scale statements classified as strongly agree, agree, neutral, disagree, and strongly disagree. To analyze the data and determine how the variables are related, the Structural Equation Model-Partial Least Squares (SEM-PLS) was used.

RESEARCH RESULT

Respondent Characteristics

Table 2. Characteristics of Respondents of Employees of the Agrarian Spatial Planning Office of the Banyumas National Land Agency

Characteristics	Category	Frequenc y	Percentage %
Gender	Man	67	66.34
	Woman	34	33.66
Age	20 years	0	0
	21 - 30 Years	23	22.77
	31 - 40 Years	40	39.6
	> 40 Years	38	37.62
Marital status	Not married yet	28	27.72
	Marry	73	72.28
Last education	High School/Vocational School	21	20.79
	Diploma	13	12.87
	Bachelor	65	64.36
	Postgraduate	2	1.98
Length of working	1 year	12	11.88
	23 years	19	18.82
	4 - 5 Years	38	37.62
	> 5 Years	32	31.68
Income	1,000,000 - 2,000,000	14	13.86
	> 2,000,000	87	86.14
Division	General Administration Sub-Section	23	22.77
	Survey and Mapping Section	29	28.71
	Dispute Control and Handling Section	7	6.93
	Land Acquisition and Development Section	9	8.92
	Rights Determination and Registration Section	26	25.74
	Determination and Empowerment Section	7	6.93

From the results of distributing questionnaires to 101 employees at the Banyumas BPN Agrarian Spatial Planning Office, 101 questionnaires were returned in good condition. So that 101 respondents have been collected and

used as a basis for the data analysis stage of this study. The respondents of this study came from diverse backgrounds. The majority of respondents were men, 67 people or 66.34%, this shows that the characteristics of the work require high mobility, field activities, and technical work which are generally done more by men. In the age group, it can be seen that the most dominant range is 31 - 40 years, namely 40 people or 39.6%, indicating that most employees are in the maturity of working age. Judging from marital status, the majority were married with 73 respondents or 72.28%, this shows a relatively high level of social maturity.

Respondents have an educational background of Bachelor's degree with a large number of respondents 65 or 64.36%, which indicates a fairly good level of education in the work environment. For length of service, the range of 4-5 years of service is the most dominant among respondents, namely 38 people or 37.62%, which reflects sufficient work experience. In terms of income, most respondents are in the range of >2,000,000, namely 87 respondents or 86.14%, which reflects a middle level of welfare. Meanwhile, the work division is divided into several sections, with the largest proportion coming from the Survey and Mapping Section, namely 29 or 28.71%, which indicates that this section has an important role in office operations.

**Measurement Model Analysis
 Validity Test**

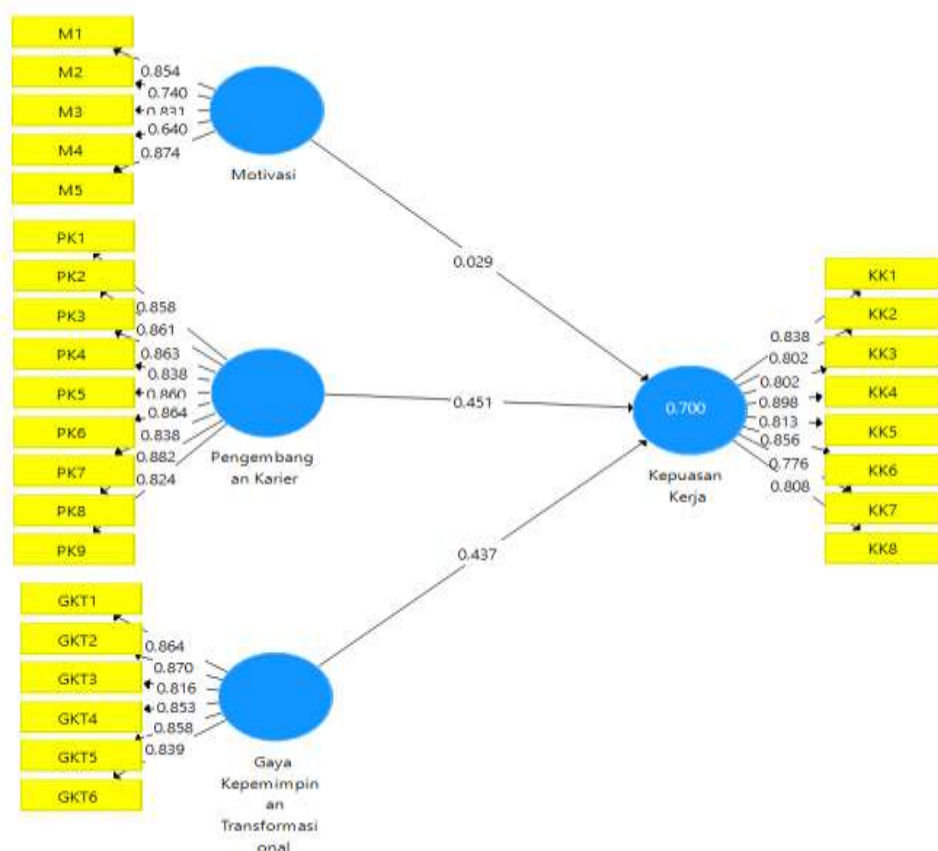


Figure 2. Validity Test

Testing the validity of the indicators used to measure variables is done through convergent validity. Based on the general rule of thumb, an indicator is considered valid if it has a loading factor (LF) value > 0.7. However, by Haryono, (2016), loading factor (LF) values in the range of 0.5 to 0.6 are still acceptable for development research studies. The degree of relationship between an indicator and a latent variable is indicated by the outer loading value. Based on the data obtained, all indicators in this study are considered valid.

Table 3. Exrected Variance Avarage Value

	Average Variance Extracted (AVE)
Transformational Leadership Style (X3)	0.723
Job Satisfaction (Y)	0.681
Motivation (X1)	0.628
Career Development (X2)	0.730

Based on the data processing results, it was found that all variables in this study had AVE values higher than the minimum threshold of 0.5. The AVE values from this study were Motivation (0.628), Career Development (0.730), Transformational Leadership Style (0.723), and Job Satisfaction (0.681). This indicates that all latent variables were able to meet the requirements for convergent validity.

Discriminant Validity Test

Table 4. Discriminant Validity Test

	Transformational Leadership Style (X3)	Job Satisfaction (Y)	Motivation (X1)	Career Development (X2)
Transformational Leadership Style (X3)	0.850			
Job Satisfaction (Y)	0.764	0.825		
Motivation (X1)	0.482	0.567	0.793	
Career Development (X2)	0.695	0.776	0.726	0.854

The discriminant test uses the Fornell-Larcker criterion value, namely to determine whether each idea of a variable is different from other variables. By using the Fornell-Larcker criterion according to Haryono, (2016), that each variable must have a square root value of AVE that is greater than the value of the other variables in order to show good discriminant validity. From the results of data processing, it is known that each latent variable is stronger with its own indicators compared to other variables, this indicates that it has met the criteria for good discriminant validity.

Reliability Test

Table 5. Reliability Test
 Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability
Transformational Leadership Style (X3)	0.923	0.940
Job Satisfaction (Y)	0.933	0.945
Motivation (X1)	0.848	0.893
Career Development (X2)	0.954	0.961

Reliability Test is used to measure construct reliability, namely using Cronbach's Alpha and Composite Reliability, with a Composite Reliability value greater than 0.7 (Haryono, 2016). From the results found that the Cronbach's alpha and Composite Reliability values are greater than 0.7, it can be concluded that these indicators are consistent in measuring their respective constructs.

R-Square Test

Table 6. R-Square
 R Square Adjusted R Square

	R Square	Adjusted R Square
Job Satisfaction (Y)	0.700	0.691

The R-square test used Adjusted R-square because the research variables were more than two. The job satisfaction variable, with 0.691, or 69.1% of the variation in job satisfaction, can be explained by motivation, career development, and transformational leadership. Meanwhile, the remaining 0.309, or 30.9%, is influenced by other factors or variables not included in the research.

Q-Square Test

Table 7. Q-square

	SSO	SSE	Q ² (=1-SSE/SSO)
Transformational Leadership Style (X3)	606,000	606,000	
Job Satisfaction (Y)	808,000	435,458	0.461
Motivation (X1)	505,000	505,000	
Career Development (X2)	909,000	909,000	

A Q-square (Q²) value > 0 for an endogenous variable construct indicates the predictive relevance of the path model to that construct.(Hair et al., 2021). Based on the table, it is known that the variables of motivation, career development, and transformational leadership style have the same SSE value as SSO, so the Q² value is 0 for each. This indicates that these three variables have no predictive relevance in the model. Meanwhile, the job satisfaction variable has a Q² value of 0.461, which indicates that the model has quite good predictive ability for this variable.

F-Square

Table 8. F-Square

	Transformational Leadership Style (X3)	Job Satisfaction (Y)	Motivati on (X1)	Career Development (X2)
Transformational Leadership Style (X3)		0.328		
Job Satisfaction (Y)				
Motivation (X1)		0.001		
Career Development (X2)		0.215		

The F-Square value is categorized as a weak effect if it is > 0.02, a medium effect if > 0.15, and a strong effect if > 0.35 (Haryono, 2016). The F-Square value of motivation (X1) is (0.001) which is included in the very weak category. Career development (X2) has an F-Square value of (0.215) which is included in the medium effect category. Then, the transformational leadership style (X3) contributes an F-Square value of (0.328) which is included in the medium effect category on job satisfaction.

Hypothesis Testing

The t-statistic and probability values obtained through bootstrapping results were analyzed for hypothesis testing. This test has the criterion that the t-statistic > 1.98. According to Haryono, (2016) significance level p-value <0.05.

Table 9. Hypothesis testing

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Transformational Leadership Style (X3) -> Job Satisfaction (Y)	0.437	5,207	0.000
Motivation (X1) -> Job Satisfaction (Y)	0.029	0.314	0.754
Career Development (X2) -> Job Satisfaction (Y)	0.451	3,970	0.000

Based on table 9 of the results, H1 is rejected because it does not meet the requirements with a statistical t value of (0.314). Thus, it can be concluded that the value is lower than the criteria stating that the t-statistic value must be > 1.96, and the significance of P Values is (0.754) so it can be said that it is not significant. Furthermore, H2 is accepted with a statistical t value of (3.970) which means that the value meets the requirements stating that the t-statistic value is > 1.96. The P value of H2 is (0.000) This shows that it can be said to be significant. H3 has a statistical t value of (5.507) so it can be concluded that H3 is accepted Because > 0.196, then the p value of H3 is (0.000). So H3 has a significant effect because it meets the requirements with the criteria <0.05.

DISCUSSION

The Influence of Motivation on Job Satisfaction

According to the test findings, motivation has no effect on job satisfaction. From the perspective of Herzberg's two-factor theory (1959), motivation should be able to increase job satisfaction if managed effectively. However, this insignificance indicates that efforts to increase motivation in the office have not been optimal or have not been in line with employee expectations and needs, thus not being able to become a strong source of job satisfaction. This finding indicates that motivation must be met from both external and internal sources. In accordance with the statement Nurcahyati & Irawanto, (2024) Even if employees are motivated, if their basic needs and expectations are not met, job satisfaction will remain unmet. Therefore, organizations need to pay more attention to factors that support motivation, such as providing clear responsibilities, appropriate rewards, and a supportive work environment.

According to findings from Nurcahyati & Irawanto, (2024) And Fausta & Ekawati, (2023) which states that motivation does not influence job satisfaction.

The Influence of Career Development on Job Satisfaction

Based on the test results, Career Development has a significant positive effect on job satisfaction. In the perspective of Herzberg's two-factor theory (1959), career development is a motivating factor that can increase job satisfaction because it provides opportunities for recognition, achievement, and personal growth. This significant result indicates that the career development program at the Agrarian and Spatial Planning Office of the National Land Agency (BPN) in Banyumas has been designed and implemented quite well according to employee desires, so that it can increase employee job satisfaction. This study indicates that career development plays an important role in increasing job satisfaction. To encourage employees to work more optimally, a clear and structured career development system is needed (Fatmala et al., 2022).

This research is in line with research that has been conducted by (Fatmala et al., 2022; Hestin, 2021; Rulianti & Nurpibadi, 2023) which states that career development has a significant positive effect on job satisfaction.

The Influence of Transformational Leadership Style on Job Satisfaction

Transformational leadership style has a significant positive effect on job satisfaction. From the perspective of Herzberg's two-factor theory (1959), transformational leadership style is considered a motivating factor because it is able to create an inspiring work atmosphere, pay attention to individuals, and encourage creativity and innovation. This significant result indicates that the implementation of transformational leadership style in the office has been in accordance with employee expectations, thus contributing positively to increasing job satisfaction. The higher the leader applies transformational leadership, the higher the level of job satisfaction. According to Ningrum et al., (2023) A leader who is able to direct and inspire subordinates will foster a sense of satisfaction in working to achieve organizational goals.

This finding is in line with research conducted by (Ningrum et al., 2023; Rejekiyah et al., 2024; Safitri & Jaenab, 2023) which proves that transformational leadership style has a positive and significant influence on job satisfaction.

CONCLUSION AND RECOMMENDATIONS

The conclusion of this study states that motivation does not significantly influence employee job satisfaction. This indicates that increasing motivation alone does not necessarily directly increase job satisfaction, which may be influenced by external factors or employee expectations that have not been optimally met. Career development with a transformational leadership style has a positive and significant effect on job satisfaction, where opportunities for development, training, and a clear career path make employees feel valued. In addition, a transformational leadership style makes leadership inspirational, pays attention to individuals, and encourages creativity, which can increase employee satisfaction with their work.

Leaders are expected to focus more on career development systems, including clear promotion opportunities, relevant training, and effective mentoring programs. The application of transformational leadership styles also needs to be enhanced through leadership training for structural officials to enable them to become leaders who direct, motivate, and serve as role models.

ADVANCED RESEARCH

This study still has several limitations with a narrow scope and respondents of 101. It is hoped that further research can expand the scope of the object, not only limited to one vertical agency, but also include other local government agencies to explore contextual differences. In addition, this study also has not specifically examined the differences in career development based on employee status, namely civil servants, PPPK, and contract employees. Career development for civil servants is relatively more structured through rank levels and training, while for PPPK it is still limited because promotion policies are not yet equal to civil servants. Meanwhile, contract employees have very limited access to training and promotions, thus potentially affecting their job satisfaction.

In addition, the addition of other variables such as organizational culture, workload, and work environment is highly recommended to gain in-depth insight into the aspects that contribute to shaping the level of employee job satisfaction.

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