Co-Value: Jurnal Ekonomi, Koperasi & Kewirausahaan
Volume 15, Nomor 10 Maret 2025
p-ISSN: 2086-3306 e-ISSN: 2809-8862

Mediating Pathways to Productivity: How Job Satisfaction Bridges Leadership and Commitment to Performance in Indonesia

Akbar Maulana Firmansyah
Politeknik Negeri Jember
akbar_mf@polije.ac.id

Abstract

Employee performance in resource-constrained environments hinges on leadership and organizational commitment, yet the mediating mechanisms remain underexplored. This study examines how supportive leadership and organizational commitment influence job performance directly and through job satisfaction among formal sector employees in East Java, Indonesia, a region grappling with high turnover intentions, "quiet quitting," and lagging productivity. Drawing on Path-Goal Theory and Meyer and Allen's three-component model of commitment, we hypothesize dual pathways linking leadership and commitment to performance, mediated by satisfaction. Data from 381 employees across 26 districts were analyzed using PLS-SEM. Results confirm organizational commitment ($\beta = 0.296$, $p < 0.001$) and supportive leadership ($\beta = 0.349$, $p < 0.001$) directly enhance job performance, while job satisfaction mediates these relationships (indirect effects: 0.200 and 0.095, $p < 0.01$). Commitment also strongly predicts satisfaction ($\beta = 0.623$, $p < 0.001$), as does leadership ($\beta = 0.297$, $p < 0.001$), with satisfaction itself driving performance ($\beta = 0.321$, $p < 0.001$). The model explains 86.1% of performance variance, underscoring satisfaction's pivotal role in translating socio-emotional resources into productivity. Practical implications advocate for leadership development programs that emphasize empathy and transparency, paired with commitment-building initiatives to foster emotional attachment. These strategies offer cost-effective solutions for policymakers and organizations aiming to mitigate turnover, stimulate discretionary effort, and enhance economic resilience in emerging markets. By bridging affective and behavioral dimensions, this research advances HRM theory while providing actionable insights for sustaining workforce engagement in contexts marked by macroeconomic precarity.

Keywords: *Job Performance, Job Satisfaction, Organizational Commitment, Supportive Leadership, Workforce Productivity*

INTRODUCTION

Employee performance is the linchpin of organizational success, encompassing both in-role tasks and extra-role behaviors. The Individual Work Performance Questionnaire reliably captures this duality, offering strong psychometric support for in-role and extra-role dimensions (Koopmans et al., 2015). Complementary scales by Williams & Anderson (1991) further distinguish task performance from contextual performance, underscoring the multifaceted nature of effective work behavior. These comprehensive instruments reveal that employees contribute to organizational goals through both formal duties and discretionary actions, a distinction critical to understanding how leadership and commitment translate into measurable outcomes.

Organizational commitment reflects the psychological bond between employee and employer, which fosters sustained performance. Early longitudinal work by Bateman & Strasser (1984) demonstrated That affective commitment, characterized by emotional

e-ISSN: 2809-8862
p-ISSN: 2086-3306

attachment, leads to lasting improvements in task completion and contextual contributions.. Building on this, Meyer and Allen's three-component model differentiates affective commitment from continuance commitment (the perceived cost of leaving) and normative commitment (a sense of obligation) to explain how these dimensions jointly reinforce positive work behaviors (Meyer & Allen, 1991). Together, these theories suggest that strengthening both emotional ties and perceived costs can elevate overall performance.

Leadership behavior plays a pivotal role in shaping commitment and performance. Path-Goal Theory posits that supportive supervision, characterized by empathy, obstacle removal, and clear guidance, enhances employees' motivation, performance, and goal attainment (House & Mitchell, 1997). Empirical studies in educational settings confirm that distributed and participative leadership practices significantly boost organizational commitment among teachers (Hulpia et al., 2009). In high-pressure contexts, empathetic communication and transparent decision-making by supervisors mitigate stress and reinforce commitment (Aldhuhoori et al., 2023). Such evidence underscores the critical influence leaders wield over workforce engagement and effectiveness.

Job satisfaction, encompassing intrinsic factors like autonomy and extrinsic factors such as recognition, serves as a key mediator linking commitment and leadership to performance. The Job Satisfaction Survey developed by Spector (1985) has demonstrated high reliability and validity across diverse sectors, confirming its utility in assessing multidimensional satisfaction. In the hospitality industry, supportive supervisory practices were found to elevate employee satisfaction, which in turn mediated gains in service quality and overall performance (Arko, 2020). Longitudinal analysis of the Individual Work Performance Questionnaire further reveals that higher satisfaction predicts stronger task and contextual behaviors over time (Dwiliesanti & Yudiarso, 2022). These findings suggest that job satisfaction is the conduit through which supportive leadership and organizational commitment yield tangible performance improvements.

In Asia, 53 % of employees intend to switch employers by the end of 2024, especially Gen Z (Resume Builder, 2024); PwC (2023) reports that 31 % of APAC workers (and 42 % of Gen Z) are likely to quit within a year. Even in Japan, only 6 % of workers are fully engaged while one third seek new opportunities (Beattie, 2024). These patterns underscore the imperative for organizations to fortify supportive leadership and commitment to retain talent. In Indonesia, macroeconomic conditions have constrained turnover despite low satisfaction. As of February 2024, the national unemployment rate stood at 4.82 percent—7.20 million job seekers—while the workforce totaled 149.38 million, of whom 142.18 million were employed (Statistics Indonesia, 2023b, 2024). Formal-sector employment comprises only 40.83 percent of workers (Wiryawan, 2024), even as registered vacancies surged 266 percent in 2023 to 216,972 postings, still insufficient to absorb all job seekers (Statistics Indonesia, 2023a). National surveys indicate that 75 percent of employees report moderate to high job satisfaction, yet leadership issues drive three-quarters of voluntary resignations (PwC Indonesia, 2023). This gap between reported satisfaction and leadership-related turnover highlights the critical role of managerial support in retaining talent and sustaining performance.

East Java mirrors national patterns under tighter constraints. In August 2023, the province's unemployment rate was 4.88 percent among a labor force of 23.87 million, yet only 8.37 million worked in the formal sector (Statistics Indonesia, 2023c). Economic necessity compels basic attendance, but many workers have adopted "quiet quitting," performing only core tasks and foregoing extra effort or innovation. Regionally, Indonesia's labor productivity averages US $12.96 per hour, lagging behind Malaysia at US $25.59 and Singapore at US $74.15 (Yogatama, 2024). These conditions sustain

operational performance but stifle discretionary contributions essential for competitiveness.

The co-occurrence of high job-hopping potential, macroeconomic pressures and low productivity underscores an urgent need for targeted interventions. By empirically examining both direct and mediated pathways through which supportive leadership and organizational commitment influence job satisfaction and performance in East Java's formal sector, this study aims to generate actionable, cost-effective policy recommendations. Provincial governments could implement leadership development programs and commitment-enhancing initiatives that foster discretionary effort, reduce preventable turnover and bolster regional productivity and economic resilience. This investigation thus contributes to theory and practice by illuminating how socio-emotional leadership and psychological attachment can unlock employee potential in resource-constrained environments.

METHODOLOGY

In this study, a total of 26 out of 38 kabupaten and kota in East Java were selected through proportionate stratified sampling to balance feasibility and representativeness. First, the province was divided into its four principal zones (Arek, Mataraman, Tapal Kuda, and Madura) and respondents were allocated in direct proportion to each zone's population, which reduces sampling error and maintains the underlying distribution of the formal workforce (Taherdoost, 2016). Second, by creating internally homogeneous strata, precision is improved and external validity is strengthened, allowing us to generalize findings to the entire province despite not surveying every administrative unit (Sekaran & Bougie, 2016). Third, this approach follows established guidelines for participant selection that balance efficiency and representativeness in large-scale studies (Martínez-Mesa et al., 2016) and meets accepted criteria for determining adequate sample size in extensive populations (Omair, 2025). Finally, achieving coverage of approximately 70 percent of kabupaten/kota ensures that major demographic and geographic variations are captured, thereby supporting claims of province-wide applicability and mitigating potential selection bias (Lee & Landers, 2022).

A quantitative cross-sectional survey design was employed, targeting 381 formal sector employees in East Java. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 3.2.9, following the two-step procedure recommended by Hair et al. (2017). First, the measurement model was assessed to ensure that each construct exhibited satisfactory reliability and validity. Indicator reliability was examined by confirming that all reflective item loadings exceeded the 0.70 threshold (Hair Jr et al., 2023). Internal consistency reliability was established through composite reliability and Cronbach's alpha values above 0.70 (Hair Jr et al., 2023). Convergent validity was demonstrated by average variance extracted (AVE) values of at least 0.50 for each construct, indicating that each latent variable accounted for more than half of the variance in its indicators (Hair Jr et al., 2023). Discriminant validity was then evaluated using the Fornell–Larcker criterion, which requires that the square root of each construct's AVE exceeds its highest correlation with any other construct, and by inspecting cross-loadings to verify that each indicator loaded more strongly on its designated construct than on any other (Fornell & Larcker, 1981). Finally, the heterotrait–monotrait ratio (HTMT) was applied, with all values falling below the 0.85 cutoff, thereby confirming adequate discriminant validity (Henseler et al., 2015).

In the second step, the structural model was evaluated to test the hypothesized relationships. Multicollinearity among predictor constructs was ruled out by verifying that

e-ISSN: 2809-8862
p-ISSN: 2086-3306

all variance inflation factor (VIF) values remained below 5.0 (Hair Jr et al., 2023). Path coefficients (β) were estimated via bootstrapping with 5,000 resamples, and significance was determined using two-tailed t-values greater than 1.96 ($p < .05$) (Hair Jr et al., 2023). The coefficient of determination (R^2) for each endogenous construct was interpreted according to the guidelines of Hair et al. (2017), with values of 0.75 or above indicating substantial explanatory power, 0.50 moderate, and 0.25 weak. Effect sizes (f^2) were calculated to gauge each exogenous construct's impact on R^2, where f^2 values of 0.02, 0.15, and 0.35 denote small, medium, and large effects, respectively (Hair et al., 2017). Predictive relevance was assessed using blindfolding procedures, with Q^2 values above zero confirming that the model holds out-of-sample predictive capability (Hair et al., 2017; Stone, 1974). Finally, overall model fit was examined using the standardized root mean square residual (SRMR) and the normed fit index (NFI), adopting thresholds of SRMR < 0.08 and NFI > 0.90 to indicate acceptable fit (Hu & Bentler, 1999).

This study adopts validated instruments for each construct, ensuring contextual relevance and psychometric rigor. Organizational commitment is measured using the six-item affective commitment subscale by Meyer & Allen (1991), with further support from Bailey et al. (2016) and Aldhuhoori et al. (2023). Supportive leadership is assessed using four items from Karasek et al. (1998) JCQ Supervisor-Support subscale, refined by (Rafferty & Griffin, 2006), and validated in recent studies by Maurya & Agarwal (2015) and Hsu et al. (2024). Job satisfaction is measured with the three-item scale from the Michigan Organizational Assessment Questionnaire (Cammann et al., 1983), supported by Bowling & Hammond (2008), Arko (2020), and Prentice (2022). Job performance uses five items adapted from Williams & Anderson (1991) in-role behavior scale, with recent validations by Ma et al. (2020) and Kim et al. (2021). All items are rated on a five-point Likert scale. A detailed breakdown of questionnaire question used in this research is provided in Appendix C.

A conceptual framework is a visual or narrative explanation that outlines how a researcher conceptualizes the key variables in a study and their interrelationships (Luft et al., 2022). The conceptual relationships between variable in this research will be describe as follows:

Figure 1. Research Framework

RESULT AND DISCUSSION

Questionnaires were administered between December 21, 2024 and March 10, 2025 using an online survey hosted on Google Forms. The link was shared through East

Java–focused worker communities on WhatsApp groups, Telegram channels, and Facebook pages; to further boost reach, it was also distributed via regional professional associations and local labor communities. In total, 427 raw responses were received and subjected to data-quality screening, removing incomplete entries, straight-liners, and statistical outliers, yielding 381 valid questionnaires for analysis.

The final sample of 381 respondents, predominantly female (54.59%) compared to males (45.41%), with a majority aged 45–54 years (30.97%), followed by younger cohorts aged 25–34 (24.93%) and 35–44 years (24.15%). Notably, only 4.46% were ≥55 years, reflecting a middle-aged workforce. Educationally, nearly half (47.51%) held a Bachelor's degree (S1), while advanced degrees (Master's: 10.24%; Doctorate: 2.89%) were less common, suggesting moderate educational attainment skewed toward undergraduate qualifications. Tenure patterns revealed transient employment dynamics: 40.16% had 1–3 years of service, and 33.07% had 4–6 years, with only 6.56% exceeding a decade, indicative of high turnover or a young organizational profile. Hierarchically, 73.75% occupied staff/operator roles, contrasting sharply with managerial (5.51%) and supervisory positions (20.73%); no directors/executives were represented, potentially limiting insights into upper-tier decision-making. Employment status further underscored labor market flexibility, with 59.84% on contracts, 21.26% permanently employed, and 18.90% outsourced—a trend aligning with Indonesia's growing contingent workforce. Firm size analysis highlighted mid-sized enterprises (200–499 employees: 45.41%) as the primary employers, followed by large firms (≥500 employees: 23.88%). Income distribution revealed structural constraints: 56.96% earned 3–5 million IDR monthly, while only 4.46% exceeded 8 million IDR, reflecting middle-income predominance. Marital status showed 71.65% married, correlating with age trends. Sectorally, Manufacturing (15.22%), Education (10.24%), and Accommodation/Food Services (9.97%) dominated, though diversity across 16 sectors signaled broad economic participation. Respondents were drawn from 26 city or regency in East Java, with Surabaya contributing the largest share (37 respondents; 9.71 %), followed by Malang Regency (26; 6.82 %), Sidoarjo (23; 6.04 %), Jember (21; 5.51 %), and Banyuwangi (20; 5.25 %). At the lower end of the spectrum, Bojonegoro accounted for the smallest proportion (5; 1.31 %), underscoring the study's broad geographic coverage and representativeness. A detailed breakdown of all demographic characteristics, such as gender, age, education, and tenure, is provided in Appendix B. Respondent distribution by city and regency is presented in Appendix A: Demographic Respondents Based on Area. The geographical mapping of participants across East Java is shown in Figure 2, illustrating their spatial distribution.

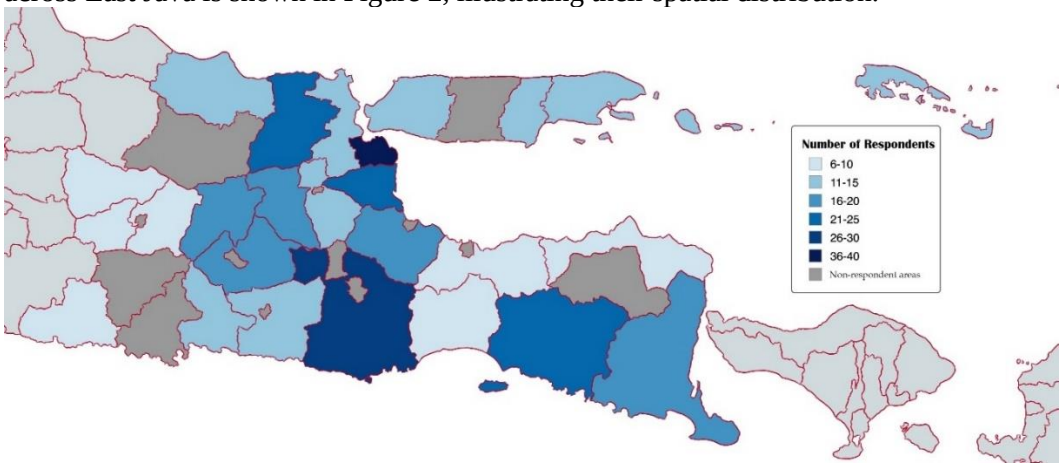

Figure 2. The geographical mapping of respondents across East Java

e-ISSN: 2809-8862
p-ISSN: 2086-3306

Following the demographic overview, the measurement model was evaluated using SmartPLS version 3.2.9. All four constructs (Organizational Commitment, OC; Supportive Leadership, SL; Job Satisfaction, JS; and Job Performance, JP) demonstrated robust psychometric properties, meeting the a priori thresholds for indicator reliability, internal consistency, convergent validity, and discriminant validity. First, indicator reliability exceeded the recommended minimum of 0.70 (Hair Jr et al., 2023), with outer loadings ranging from 0.835 to 0.880. Internal consistency was likewise strong: Cronbach's alpha coefficients fell between 0.840 and 0.919, and composite reliability values ranged from 0.904 to 0.937, well above the 0.70 cutoff (Hair et al., 2017). Convergent validity was confirmed as all AVE estimates exceeded 0.70, surpassing the 0.50 benchmark (Hair Jr et al., 2023). Discriminant validity met both the Fornell–Larcker criterion—each construct's AVE square root exceeded its inter-construct correlations and cross-loading requirements (Fornell & Larcker, 1981), while all HTMT ratios remained under 0.70, comfortably below the 0.85 threshold (Henseler et al., 2015). Multicollinearity was absent, with both outer and inner VIF values under 5.0 (Hair Jr et al., 2023). Together, these results indicate that the measurement model fully satisfies the standards specified in the Method section.

The structural model similarly met all a priori criteria. Substantial explanatory power was demonstrated by R^2 values of 0.861 for JP and 0.811 for JS, both above the 0.75 threshold for "substantial" explanatory power (Hair Jr et al., 2023). Effect sizes (f^2) for key relationships, OC → JS (0.363) and SL → JS (0.392), exceeded 0.35, indicating large effects (Hair Jr et al., 2023). Predictive relevance was strong, with Q^2 values of 0.840 (JP) and 0.808 (JS), both well above zero (Hair Jr et al., 2023; Stone, 1974). Overall model fit indices also surpassed their respective benchmarks, with SRMR = 0.041 (< 0.08) and NFI = 0.927 (> 0.90) (Hu & Bentler, 1999). These findings confirm that both the measurement and structural models are robust and meet or exceed all methodological standards outlined in the Methods section. Detailed results for each criterion are provided in Appendices 3 and 4 following the References.

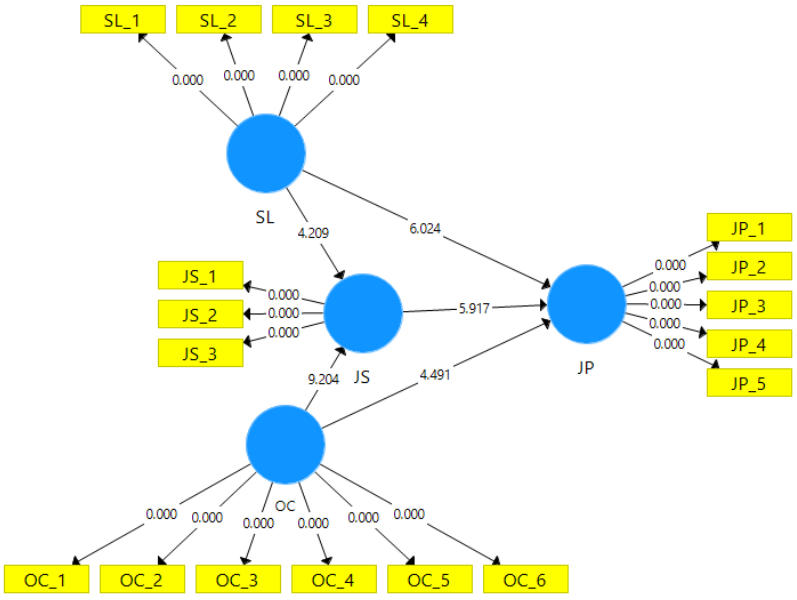

Figure 3. Path Diagram Inner Model

Based on the data presented in Table 1 Hypothesis Testing Results and Figure 3 Path Diagram Inner Model, all seven proposed hypotheses were empirically supported. First, organizational commitment was found to have a significant positive influence on job

performance (original sample = 0.296, t = 4.491, p < 0.001), supporting Hypothesis 1. Similarly, supportive leadership significantly influenced job performance (original sample = 0.349, t = 6.024, p < 0.001), confirming Hypothesis 2. Hypothesis 3 was also supported, with organizational commitment showing a strong and significant positive impact on job satisfaction (original sample = 0.623, t = 9.204, p < 0.001). In line with Hypothesis 4, supportive leadership demonstrated a significant positive relationship with job satisfaction (original sample = 0.297, t = 4.209, p < 0.001). Hypothesis 5 was validated as well, with job satisfaction significantly influencing job performance (original sample = 0.321, t = 5.917, p < 0.001).

Furthermore, both mediation hypotheses were substantiated. Hypothesis 6, which proposed job satisfaction as a mediator between organizational commitment and job performance, was supported (indirect effect = 0.200, t = 5.318, p < 0.001). Hypothesis 7, suggesting job satisfaction as a mediator in the relationship between supportive leadership and job performance, was also confirmed (indirect effect = 0.095, t = 3.185, p = 0.001). These findings collectively reinforce the critical role of job satisfaction as a mediating mechanism through which both organizational commitment and supportive leadership exert their influence on job performance.

Table 1. Hyphotesis Testing Result

	Original Sample (O)	STDEV	T Statistics	P Values
JS → JP	0,321	0,054	5,917	0,000
OC → JP	0,296	0,066	4,491	0,000
OC → JS	0,623	0,068	9,204	0,000
SL → JP	0,349	0,058	6,024	0,000
SL → JS	0,297	0,070	4,209	0,000
OC → JS → JP	0,200	0,038	5,318	0,000
SL → JS → JP	0,095	0,030	3,185	0,001

Influence of Organizational Commitment on Job Performance

The analysis summarized in Table 1 Hypothesis Testing Results indicates that organizational commitment has a significant positive influence on job performance (β = .296, t = 4.49, p < .001). This finding aligns with the foundational work of Bateman & Strasser (1984), who observed that affective attachment yields sustained improvements in both task and contextual performance over time, and with Loan (2020), who demonstrated that higher commitment directly enhances productivity in manufacturing settings. Meyer & Allen (1991) three-component model posits that emotional attachment, perceived costs of departure, and normative obligations jointly motivate discretionary effort, which our results confirm as a driver of performance among formal sector employees in East Java.

Role of Supportive Leadership in Enhancing Performance

Supportive leadership was found to positively impact job performance (β = .349, t = 6.02, p < .001), lending empirical support to Path-Goal Theory (House & Mitchell, 1974). Consistent with Gašková (2020) and Simorangkir et al. (2019), who showed that servant and supportive leadership directly improve in-role and extra-role behaviors, our data suggest that leaders who clarify goals, remove obstacles, and provide emotional support enable employees to meet performance expectations more effectively. This underscores the dual function of supportive leadership in both orienting task efforts and fulfilling socio-emotional needs that translate into measurable performance gains.

e-ISSN: 2809-8862
p-ISSN: 2086-3306

Organizational Commitment as Antecedent of Job Satisfaction

Organizational commitment exhibited a pronounced positive effect on job satisfaction (β = .623, t = 9.20, p < .001). This result corroborates findings by Vandenberg & Lance (1992) and Porter et al. (1974), who identified commitment as a catalyst for positive job attitudes, and expands upon Pool & Pool (2007) and Meyer & Allen (1991), demonstrating that emotional attachment enhances perceptions of fairness, growth opportunities, and managerial support. Our results indicate that when employees internalize organizational values and goals, their intrinsic and extrinsic satisfaction increases substantially, forming the basis for continued engagement and discretionary behaviors.

Impact of Supportive Leadership on Job Satisfaction

The positive relationship between supportive leadership and job satisfaction (β = .297, t = 4.21, p < .001) aligns with Spector (1985) assertion that supportive supervisory behaviors fulfill employees' socio-emotional needs, thereby boosting satisfaction. Shin et al. (2016) and Uman et al. (2024) similarly demonstrated that feedback, participative decision-making, and transparent communication elevate both intrinsic and extrinsic satisfaction levels. Rafferty & Griffin (2006) further noted that supportive practices, while distinct from developmental leadership, nonetheless yield significant improvements in overall job contentment (Afrizal, 2016; Njuguna, 2023). These convergent findings confirm that leadership style is a critical determinant of how employees perceive their work environment.

Job Satisfaction as Predictor of Job Performance

Job satisfaction was shown to positively influence job performance (β = .321, t = 5.92, p < .001), echoing the meta-analytic evidence cited by Kleine et al. (2019) and the sector-specific results of Loan (2020)in manufacturing and (Zopiatis et al., 2014) in hospitality. Muktamar et al. (2024) also demonstrated that greater satisfaction drives productivity and reduces turnover in service settings. By linking intrinsic factors such as autonomy and skill utilization with performance outcomes measured by the Individual Work Performance Questionnaire (Koopmans et al., 2015), our study substantiates satisfaction as a robust predictor of both in-role and extra-role behaviors.

Mediating Role of Job Satisfaction between Organizational Commitment and Performance

Job satisfaction was confirmed as a partial mediator of the relationship between organizational commitment and job performance (indirect effect = .200, t = 5.32, p < .001). This pattern supports Loan's (2020) finding that satisfaction attenuates the direct effect of commitment on performance by approximately one-third. Bailey et al. (2016) similarly observed that internal marketing initiatives enhance both commitment and satisfaction, which together drive identification behaviors and performance outcomes. These results highlight satisfaction's function in translating affective attachment into sustained performance improvements.

Mediating Role of Job Satisfaction between Supportive Leadership and Performance

Finally, job satisfaction significantly mediated the impact of supportive leadership on job performance (indirect effect = .095, t = 3.19, p = .001). Shin et al. (2016) reported that satisfaction accounted for more than half of leadership's total effect on task performance and citizenship behaviors, and Arko (2020) demonstrated full mediation in hospitality contexts. Saleem et al. (2021) extended this pattern to educational settings, illustrating that satisfaction underpins leadership-driven gains in achievement. Our findings

reinforce the central role of job satisfaction as the primary conduit through which supportive leadership yields tangible performance enhancements.

CONCLUSION

In summary, this study employed a rigorous PLS-SEM approach to examine how organizational commitment and supportive leadership shape job satisfaction and job performance among formal sector employees in East Java. Measurement model assessments confirmed that all constructs met established thresholds for indicator reliability, internal consistency, convergent validity, and discriminant validity. Structural model results showed that organizational commitment and supportive leadership each exerted significant positive influences on job performance and job satisfaction, while job satisfaction significantly predicted performance. Mediation analyses further revealed that job satisfaction is a key mechanism linking both commitment and leadership to performance outcomes.

These findings extend Meyer & Allen (1991) three-component model by demonstrating that affective attachment directly enhances performance and bolsters satisfaction, which in turn drives productivity. They also reinforce Path-Goal Theory House & Mitchell (1997) by confirming that supportive supervisory behaviors fulfill employees' socio-emotional needs and translate into higher performance. Practically, organizations in East Java are encouraged to implement commitment-enhancing initiatives and leadership development programs that foster employee attachment and satisfaction, thereby sustaining performance improvements and reducing turnover intentions. Future research should explore potential boundary conditions, such as organizational culture or industry sector, and adopt longitudinal designs to capture dynamic changes in commitment, satisfaction, and performance over time.

REFERENCES

Afrizal, A. (2016). Pengaruh gaya kepemimpinan terhadap motivasi kerja dan kepuasan kerja serta dampak pada kinerja karyawan (studi kasus BMT Bina Ihsanul Fikri Yogyakarta). *JESI (Jurnal Ekonomi Syariah Indonesia)*, *5*(2), 151–170.

Aldhuhoori, H. A. H. S., Din, B. B. H., & Saoula, O. (2023). Leadership, Knowledge Management and Employee Commitment: Mediating Role of Crisis Management. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, *8*(6), 8.

Arko, M. (2020). Pengaruh Supportive Leardership Terhadap Job Performance dengan Job Satisfaction Sebagai Variabel Intervening Pada Karyawan Hotel X Sidoarjo. *Business and Finance Journal*, *5*(2), 123–144.

Bailey, A. A., Albassami, F., & Al-Meshal, S. (2016). The roles of employee job satisfaction and organizational commitment in the internal marketing-employee bank identification relationship. International Journal of Bank Marketing, 34(6), 821–840. https://doi.org/10.1108/IJBM-06-2015-0097

Bateman, T. S., & Strasser, S. (1984). A Longitudinal Analysis of the Antecedents of Organizational Commitment. The Academy of Management Journal, 27(1), 95–112. https://doi.org/10.2307/255959

Beattie, E. (2024). Despite its hardworking image, Japan might be No. 1 in quiet quitting. https://www.japantimes.co.jp/business/2024/06/12/japan-quiet-quitters/

Bowling, N. A., & Hammond, G. D. (2008). A meta-analytic examination of the construct validity of the Michigan Organizational Assessment Questionnaire Job Satisfaction

e-ISSN: 2809-8862
p-ISSN: 2086-3306

Subscale. Journal of Vocational Behavior, 73(1), 63–77. https://doi.org/10.1016/j.jvb.2008.01.004

Dwiliesanti, W. G., & Yudiarso, A. (2022). Rasch analysis of the Indonesian version of INDIVIDUAL Work Performance Questionnaire (IWPQ). *JP3I (Jurnal Pengukuran Psikologi Dan Pendidikan Indonesia)*, *11*(2), 153–167.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39–50.

Gašková, J. (2020). Servant leadership and its relation to work performance. Central European Business Review, 9(3). https://doi.org/10.18267/j.cebr.236

Hair Jr, J., Hair Jr, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2023). *Advanced issues in partial least squares structural equation modeling*. saGe publications.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*, 115–135.

House, R. J., & Mitchell, T. R. (1997). *Path-goal theory of leadership.*

Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, *6*(1), 1–55.

Hulpia, H., Devos, G., & Van Keer, H. (2009). The influence of distributed leadership on teachers' organizational commitment: A multilevel approach. *The Journal of Educational Research*, *103*(1), 40–52.

Hsu, Y.-P., Yeh, C.-T., Peng, C.-Y., Chou, C., & Hsiao, K.-C. (2024). Effect of Supportive Leadership on Job Burnout and Occupational Commitment: The Mediating Role of Intrinsic Motivation. Journal of Applied Finance & Banking. https://doi.org/10.47260/jafb/1424

Kim, K. Y., Atwater, L., Jolly, P., Ugwuanyi, I., Baik, K., & Yu, J. (2021). Supportive leadership and job performance: Contributions of supportive climate, team-member exchange (TMX), and group-mean TMX. Journal of Business Research, 134. https://doi.org/10.1016/j.jbusres.2021.06.011

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., van Buuren, S., van der Beek, A. J., & de Vet, H. C. W. (2015). Individual work performance questionnaire. *Journal of Applied Measurement*.

Lee, V., & Landers, R. N. (2022). Sampling strategies for quantitative and qualitative business research. In *Oxford Research Encyclopedia of Business and Management*.

Luft, J. A., Jeong, S., Idsardi, R., & Gardner, G. (2022). Literature reviews, theoretical frameworks, and conceptual frameworks: An introduction for new biology education researchers. *CBE—Life Sciences Education*, *21*(3), rm33.

Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. Management Science Letters, 10(14). https://doi.org/10.5267/j.msl.2020.6.007

Ma, J. (Yonas), Sachdev, A. R., & Gu, X. (2020). Being Oneself and Doing Great: The Effect of Authenticity on Job Performance and the Role of Supportive Leadership. Journal of Personnel Psychology, 19(2). https://doi.org/10.1027/1866-5888/a000246

Maurya, M. K., & Agarwal, M. (2015). Relationship between supportive leadership, mental health status and job satisfaction of civil police constables. Journal of the Indian Academy of Applied Psychology, 41(Special Issue 3), 103–111.

Martínez-Mesa, J., González-Chica, D. A., Duquia, R. P., Bonamigo, R. R., & Bastos, J. L. (2016). Sampling: how to select participants in my research study? *Anais*

Brasileiros de Dermatologia, *91*(3), 326–330.
Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, *1*(1), 61–89.
Muktamar, A., Saputra, A., Zali, M., & Ugi, N. B. (2024). Mengungkap Peran Vital Kepemimpinan dalam Manajemen SDM: Produktivitas, Kepuasan Kerja, dan Retensi Tenaga Kerja yang Berkualitas. Journal of International Multidisciplinary Research, 2.
Njuguna, J. (2023). The Impact of Effective Leadership on Employee Motivation and Job Satisfaction in Kenya. *J. Hum. Resour. Leadersh*, *8*(1), 25–35.
Omair, A. (2025). Sample size estimation and sampling techniques for selecting a representative sample. *Journal of Health Specialties*, *2*(4), 142.
Pool, S., & Pool, B. (2007). A management development model. Journal of Management Development, 26(4), 353–369. https://doi.org/10.1108/02621710710740101
Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. Journal of Applied Psychology, 59(5), 603–609. https://doi.org/10.1037/h0037335
Prentice, S. B. (2022). Job Satisfaction or Employee Engagement: Regardless of Which Comes First, Supportive Leadership Improves Them Both. Advances in Developing Human Resources, 24(4). https://doi.org/10.1177/15234223221112504
PwC. (2023). Asia Pacific Hopes & Fears Survey 2023.
PwC Indonesia. (2023). PwC Asia Pacific Hopes and Fears 2023: Indonesian employees are bullish about AI's potential in their careers.
Resume Builder. (2024, July 17). Nearly 3 in 10 Workers Plan On Quitting by the End of 2024, Signaling Great Resignation 2.0. https://www.resumebuilder.com/nearly-3-in-10-workers-plan-on-quitting-by-the-end-of-2024-signaling-great-resignation-2-0/
Rafferty, A. E., & Griffin, M. A. (2006). Refining individualized consideration: Distinguishing developmental leadershipand supportive leadership. *Journal of Occupational and Organizational Psychology*, *79*(1), 37–61.
Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. john wiley & sons.
Saleem, A., Wu, L., Aslam, S., & Zhang, T. (2021). Spotlight on leadership path-goal theory silos in practice to improve and sustain job-oriented development: Evidence from education sector. Sustainability (Switzerland), 13(21). https://doi.org/10.3390/su132112324
Shin, Y., Oh, W. K., Sim, C. H., & Lee, J. Y. (2016). A multilevel study of supportive leadership and individual work outcomes: The mediating roles of team cooperation, job satisfaction, and team commitment. Journal of Applied Business Research, 32(1). https://doi.org/10.19030/jabr.v32i1.9523
Simorangkir, S. T., Karnati, N., & Abdullah, T. (2019). The Effect of Supportive Leadership, Learning Culture, and Responsibility on Job Performance of Teacher in Junior High Schools of South Tangerang. International Journal for Educational and Vocational Studies, 1(2). https://doi.org/10.29103/ijevs.v1i2.1505
Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. American Journal of Community Psychology, 13(6), 693–713. https://doi.org/10.1007/BF00929796
Statistics Indonesia. (2023a). Lowongan Kerja Terdaftar di Indonesia 2023. https://www.bps.go.id/id/statistics-table/3/VEU5VVVERlVWM0JwYTNvdk1ISkpWR3R1VUhaVmR6MDkjMw==/pencari-kerja-terdaftar--lowongan-kerja-terdaftar--dan-penempatan-pemenuhan-tenaga-kerja-menurut-provinsi-dan-jenis-kelamin--2023.html?year=2023

e-ISSN: 2809-8862
p-ISSN: 2086-3306

Statistics Indonesia. (2023b). Tingkat Pengangguran Terbuka (TPT) Jawa Timur pada Agustus 2023 sebesar 4,88 persen. https://jatim.bps.go.id/id/pressrelease/2023/11/06/1379/tingkat-pengangguran-terbuka--tpt--jawa-timur-pada-agustus-2023-sebesar-4-88-persen.html

Stone, M. (1974). Cross-validatory choice and assessment of statistical predictions. *Journal of the Royal Statistical Society: Series B (Methodological)*, *36*(2), 111–133.

Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. *International Journal of Academic Research in Management (IJARM)*, *5*.

Williams, L. J., & Anderson, S. E. (1991). Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors. Journal of Management, 17(3), 601–617. https://doi.org/10.1177/014920639101700305

Yogatama, B. K. (2024, May 1). Productivity Still Lagging Behind, Labor Competence Needs to Be Improved. Kompas.Id. https://www.kompas.id/baca/english/2024/05/01/en-produktivitas-masih-tertinggal-kompetensi-buruh-perlu-ditingkatkan

Zopiatis, A., Constanti, P., & Theocharous, A. L. (2014). Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus. *Tourism Management*, *41*, 129–140.