



The Effect Of Transformational Leadership And Work Environment On Job Satisfaction Through Motivation As A Mediating Variable Among Generation Z Employees In Kendal Regency

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How to Cite :

Kurnia, R, N, A., Masdjojo, G, N. (2026). The Effect of Transformational Leadership and Work Environment on Job Satisfaction through Motivation as a Mediating Variable among Generation Z Employees in Kendal Regency. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 14(3). DOI: <https://doi.org/10.37676/ekombis.v14i3>

ARTICLE HISTORY

Received [05 Juny 2026]

Revised [02 July 2026]

Accepted [07 July 2026]

KEYWORDS

Transformational Leadership, Work Environment, Work Motivation, Job Satisfaction, Generation Z, Kendal Regency.

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ABSTRACT

This study aims to analyze the influence of transformational leadership and work environment on job satisfaction among Generation Z employees in Kendal Regency, with work motivation as a mediating variable. A quantitative approach was employed using Partial Least Square (PLS) analysis with SmartPLS 4.0. The study involved 160 respondents who are Generation Z employees in Kendal Regency. The results indicate that both transformational leadership and work environment have a positive and significant effect on job satisfaction. Furthermore, work motivation is found to mediate the relationship between transformational leadership and job satisfaction, as well as between work environment and job satisfaction. These findings highlight the important role of work motivation as a mediating mechanism in enhancing employee job satisfaction. Overall, this study suggests that improving leadership quality and creating a supportive work environment can enhance employee motivation, which in turn increases job satisfaction among Generation Z employees.

INTRODUCTION

Human resources are the primary factor determining success within an organization, supporting the achievement of established goals. In this context, human resources are no longer viewed merely as a production factor, but rather as a strategic asset that plays a crucial role in determining the success of achieving long-term goals. Therefore, companies need to consider various factors that have the potential to increase work productivity and employee well-being, one of which is increasing job satisfaction.

Job satisfaction is a key factor reflecting an employee's psychological state regarding their work. A high level of job satisfaction has the potential to drive increased employee

productivity, loyalty, and commitment to the organization. Therefore, organizations need to understand the aspects that can influence employee job satisfaction to create a conducive and productive work environment (Puji Lestari et al., 2024). This is also in line with the findings of (Ingsih et al., 2021) which showed that work discipline, work motivation, and organizational commitment have a positive influence on job satisfaction, so that job satisfaction needs to be managed seriously by organizations. One factor influencing employee job satisfaction is the leadership style implemented within the organization. Leadership plays a crucial role in directing, motivating, and inspiring employees to achieve organizational goals. Transformational leaders are able to provide inspiration, individual attention, and motivate employees to contribute optimally to achieving organizational goals through an understanding of the company's vision and values (Hatidja et al., 2024). Not only leadership, but the work environment is also a crucial factor influencing employee job satisfaction. A comfortable work environment, both physically and socially, can create a conducive work environment that can boost employee morale and productivity. Conversely, an unsupportive work environment can negatively impact employees, such as increased work stress, interpersonal problems, and decreased job satisfaction (Isna, 2024). Therefore, organizations need to create a safe and comfortable work environment supported by positive work interactions among employees. In addition to leadership and the work environment, work motivation is one of the psychological aspects that contributes to employee job satisfaction. Work motivation can also be defined as an internal or external drive that can foster an individual's drive to work optimally to achieve organizational goals. Therefore, work motivation is often viewed as a crucial aspect in improving job satisfaction and employee well-being within an organization (Puji Lestari et al., 2024).

In several recent studies, work motivation is positioned as a connecting variable that can explain the relationship between organizational factors and employee job satisfaction or performance. Research conducted by Rahmawan, Prayekti, dan Lukitaningsih (2024) Research shows that work motivation is a proven mediator between the influence of transformational leadership and employee job satisfaction. In recent years, significant changes in the world of work have occurred with the increasing participation of new members of the current workforce, namely Generation Z. This generation generally possesses distinct characteristics compared to previous generations. These characteristics include being more responsive to technological developments, having high expectations for flexible work practices, and placing a high value on work-life balance.

The development of the industrial sector in Kendal Regency, particularly with the presence of the Kendal Industrial Estate (KIK), one of the largest industrial areas in Central Java, has opened up numerous job opportunities for the community, particularly for the younger generation. As the industrial estate develops, more and more Generation Z employees are being absorbed into the workforce in Kendal Regency. While this situation has a positive impact on the regional economy, it also presents challenges for companies in optimally managing human resources, particularly in understanding the characteristics, needs, and expectations of Generation Z to ensure employee productivity and job satisfaction are maintained.

Table 1 Population Data in Kendal Regency

Age Group	Male (Thousand)	Female (Thousand)	Total (Thousand)
0-14 Tahun	118.166	113.437	231.603
15-29 Tahun	121.058	114.698	235.756
30-75+ Tahun	307.966	312.484	620.450

Source: Kendal Regency Central Statistics Agency

According to data from the Kendal Regency Central Statistics Agency (BPS), the total population of Kendal Regency is 1,087,809, divided into three age groups. The 0–14 age group comprises 231,603 people (21.29%), the 15–29 age group, representing Generation Z of working age, comprises 235,756 people (21.67%), and the 30–75 and above age group comprises 620,450 people (57.04%). This data shows that the proportion of Generation Z in the working age group (15–29) is nearly equal to that of children (0–14), and together they account for nearly 43% of the total population of Kendal Regency. This indicates that Generation Z is a very significant workforce segment and will continue to dominate the labor market in Kendal Regency in the coming years. The large proportion of Generation Z in the workforce in Kendal Regency presents unique challenges for companies in terms of human resource management. Generation Z is known to have a high level of job mobility, meaning they tend to change jobs if their needs and expectations are not met by the organization. This makes job satisfaction a critical factor in retaining Generation Z employees and ensuring their loyalty.

Although various other studies have examined the influence of transformational leadership, work environment, and work motivation on employee job satisfaction, most of these studies have been conducted in specific sectors such as government agencies, educational institutions, and companies located in large cities. Research specifically examining the relationship between these variables among Generation Z employees, particularly within the context of developing industrial areas such as Kendal Regency, is still relatively limited. This is despite the fact that Kendal Regency is currently experiencing rapid industrial development, along with the Kendal Industrial Zone (KIK), which is opening up numerous job opportunities for the younger generation. Based on the phenomena described, this study aims to analyze the influence of transformational leadership and work environment on job satisfaction through work motivation as a mediating variable among Generation Z employees in Kendal Regency.

LITERATURE REVIEW

Human Resource Management

Human resource management (HRM) is an aspect of management science that specifically focuses on managing people as an organizational resource. Therefore, success or failure in HRM management will have a broad impact on the organization (Rumawas, 2018). Based on Flippo (1989), Human Resources Management (HRM) is a process that includes planning, organizing, directing, and monitoring the procurement, development, compensation, integration, maintenance, and separation of workers to achieve individual, organizational, and societal goals. HRM is a formal system designed within an organization to ensure the effective and efficient utilization of human potential in realizing organizational goals (Mathis & Jackson, 2006). Furthermore, Samsudin (2009) explains that HR is a management activity that includes the utilization, development, assessment, and reward of individuals as members of an organization or company. HR is also a process that includes recruitment, training, assessment, compensation, and management of employment relations, including aspects of health, safety, and fairness for employees. (Dessler, 2015). And then Rivai (2011) states that HR is part of general management which includes the functions of planning, organizing, implementing and controlling.

Job Satisfaction

Based on Robbin & Judge (2013), Job satisfaction is an individual's positive feelings about their job, resulting from evaluating various aspects of the job. This feeling is usually characterized by a sense of pleasure and comfort because the work they do meets their hopes and expectations. Pasinringi & Rivai (2022) states that job satisfaction is an employee's positive attitude toward the work environment, which is formed based on the experiences they gain while working. Meanwhile, Hanifah (2016) explains that job satisfaction is related to employees' views on the extent to which the work they do is able to meet their expectations.

Transformational Leadership

Based on Robbin (2006), Leadership is an individual's ability to influence and direct a group of people to commit to working together to achieve predetermined goals or targets. Usman (2019) defines leadership as a process of influencing one or more groups of organizations to achieve more efficient and effective results. This ability is based on acceptance from the group being led, and is supported by the leader's special skills in dealing with certain situations appropriately (Hutahean dan Sepmady, 2021). As a leader, you ideally possess unique and distinctive characteristics. To lead an organization, leaders are required to possess greater abilities than their subordinates, along with authority and prestige that can be used to direct and influence organizational members (Hutahean, 2021). Leadership can also be defined as a process of influencing individuals and groups through various approaches to be willing to work together to achieve common goals (Sari et al., 2021). In addition, leadership style also reflects the way superiors listen, determine strategic and performance goals, prepare and implement action plans, provide direction, and convey feedback to members of the organization (Suryadi, 2019). This is also supported by the findings of (Dewi & Mansyur, 2022), who proved that transformational leadership has a negative and significant effect on employee turnover intention, indicating that strong transformational leadership is not only able to increase motivation and job satisfaction, but also strengthen employee commitment to remain in the organization.

Work Environment

Based on Sedarmayanti (2001), The work environment includes all the facilities and infrastructure used by employees, the surrounding environmental conditions, the work implementation methods, and the organization of tasks carried out individually or in teams. Therefore, the work environment is an important factor that can influence employee comfort and effectiveness in carrying out their duties. The work environment, according to Winata (2022), is a place where workers can carry out their routine tasks. Meanwhile, according to the opinion Ahyari (2015) The work environment is the environment where employees carry out their work, which contains various conditions that influence work activities. Meanwhile, Reksohadiprodjo dan Gitosudarmo (2015) states that the work environment is a condition or situation in the workplace that needs to be arranged in such a way as not to interfere with the implementation of work, so as to increase productivity and reduce production costs.

Work Motivation

Based on Robbin (2006) Motivation is the level of effort, direction, and persistence of an individual in achieving goals. According to the opinion Hasibuan (2016) Etymologically, motivation comes from the Latin word "movere," meaning "to move" or "to impel." In the context of management, motivation is directed at human resources, particularly subordinates. Motivation is related to how a leader can direct and optimize the potential of employees so they can work productively, build good cooperation, and contribute to achieving established organizational goals. According to Mangkunegara (2017) Work motivation is a condition or energy that drives employees to be directed or aimed at achieving the company's organizational goals.

METHODS

This research uses a quantitative approach, a research method that aims to test theories through analysis of the relationships between the variables studied. The use of quantitative methods in this research aims to produce valid and reliable data through appropriate statistical processing, so that the research results can reflect the actual conditions (Yusuf, 2014). The type

of research used in this study is explanatory research, namely research that aims to explain the causal relationship between variables and determine the influence between the variables studied. According to Sugiyono (2019), Explanatory research is used to explain the position and relationships between variables in a study in greater depth. This research was conducted in Kendal Regency, focusing on companies or industrial sectors that employ Generation Z employees. The research subjects were Generation Z employees, namely individuals aged 15-29 years old who currently work in Kendal Regency. The data sources in this study consisted of primary and secondary data, which were used in an integrated manner to support the research analysis process. The data collection technique used a questionnaire as the primary instrument.

The data analysis process was conducted from the pre-data collection stage to the post-data collection stage. According to Sugiyono (2019), Data analysis is the process of systematically processing and organizing data to produce conclusions that align with the research objectives. This study uses a Partial Least Squares (PLS)-based data analysis method with the assistance of the SmartPLS 4.0 application. The PLS method is an analysis technique that focuses on latent variables to predict relationships between variables in a research model. According to Fernandes dan Solimun (2016), PLS is a development of linear regression that forms latent variables as a combination of indicators used in the research. Data analysis in this study was conducted through several stages: descriptive analysis, evaluation of the measurement model (outer model), evaluation of the structural model (inner model), and hypothesis testing.

RESULTS

Outer Loading Result

Table 2 Analisis Descriptive Variable

Variable	Mean	Std. Dev
Transformational Leadership	31.68	6.248
Work Environment	31.59	6.229
Motivation	31.73	6.228
Job Satisfaction	31.53	6.356

Source: Secondary data 2026

According to Table 2, all variables show relatively high average values, namely transformational leadership (31.68), work environment (31.59), motivation (31.73), and job satisfaction (31.53). This indicates that respondents' perceptions of all four variables are positive. The relatively close standard deviations (± 6.2 – 6.3) indicate that the variation in respondents' answers tends to be homogeneous, although job satisfaction has slightly higher variation than the other variables.

Measurement Model Test (Outer Model)

Convergent Validity

Table 3 : Convergent Validity Result

Variable	Indicator	Loading Factor	Description
Transformational Leadership (X1)	KT1	0.784	Valid
	KT2	0.754	Valid
	KT3	0.768	Valid
	KT4	0.788	Valid
	KT5	0.782	Valid
	KT6	0.793	Valid
	KT7	0.800	Valid
	KT8	0.812	Valid

Variable	Indicator	Loading Factor	Description
Work Environment (X2)	LK1	0.784	Valid
	LK2	0.784	Valid
	LK3	0.780	Valid
	LK4	0.813	Valid
	LK5	0.782	Valid
	LK6	0.804	Valid
	LK7	0.761	Valid
	LK8	0.793	Valid
Job Satisfaction (Y)	KK1	0.798	Valid
	KK2	0.787	Valid
	KK3	0.746	Valid
	KK4	0.795	Valid
	KK5	0.780	Valid
	KK6	0.795	Valid
	KK7	0.845	Valid
	KK8	0.767	Valid
Motivation (M)	M1	0.794	Valid
	M2	0.823	Valid
	M3	0.751	Valid
	M4	0.771	Valid
	M5	0.771	Valid
	M6	0.825	Valid
	M7	0.757	Valid
	M8	0.785	Valid

Source: Smart PLS 4.0 Processing Data

Discriminant Validity

Table 4 Cross Loading Value

	Job Satisfaction	Transformational Leadership	Work Environment	Motivation
K 1	0.282	0.784	0.361	0.374
K 2	0.292	0.754	0.328	0.306
K 3	0.264	0.768	0.316	0.317
K 4	0.411	0.788	0.405	0.279
K 5	0.426	0.782	0.467	0.345
K 6	0.422	0.793	0.449	0.284
K 7	0.364	0.800	0.379	0.345
K 8	0.362	0.812	0.417	0.340
LK1	0.432	0.418	0.784	0.355
LK2	0.496	0.295	0.784	0.345
LK3	0.462	0.445	0.780	0.293
LK4	0.491	0.412	0.813	0.346
LK5	0.406	0.363	0.782	0.342
LK6	0.446	0.377	0.804	0.401
LK7	0.406	0.496	0.761	0.449
LK8	0.446	0.362	0.793	0.369
KK1	0.798	0.357	0.462	0.416
KK2	0.787	0.360	0.403	0.334
KK3	0.746	0.334	0.372	0.256
KK4	0.795	0.358	0.403	0.342
KK5	0.845	0.384	0.480	0.381
KK6	0.795	0.325	0.435	0.385
KK7	0.845	0.421	0.536	0.480
KK8	0.767	0.320	0.475	0.247

M1	0.335	0.333	0.377	0.794
M2	0.428	0.391	0.410	0.823
M3	0.343	0.211	0.374	0.751
M4	0.358	0.412	0.318	0.771
M5	0.322	0.266	0.315	0.771
M6	0.391	0.364	0.427	0.825
M7	0.282	0.263	0.308	0.757
M8	0.372	0.311	0.302	0.785

Source: Smart PLS 4.0 Processing Data

The table shows that each indicator has the highest cross-loading value compared to other constructs, and all indicators have cross-loading values above 0.70. Thus, it can be concluded that all constructs meet the criteria for discriminant validity.

Construct Reliability

Table 5 Construct Reliability

Variable	Cronbach's alpha	Composite reliability (rho-a)	Composite reliability (rho-c)	AVE
Job Satisfaction	0.914	0.914	0.930	0.623
Transformational Leadership	0.911	0.914	0.928	0.617
Work Environment	0.913	0.914	0.929	0.620
Motivation	0.911	0.917	0.928	0.617

Source: Smart PLS 4.0 processing data

Based on the table above, the Cronbach's Alpha and Composite Reliability values for all constructs are above the minimum threshold of 0.70, thus meeting the reliability criteria. Furthermore, the Average Variance Extracted (AVE) value for each construct also exceeds 0.50, indicating that the convergent validity criteria have been met.

Structural Model Test (Inner Model)

Table 6 R-Square

Variable	R-Square	Persentase
Job Satisfaction (Y)	0.396	39.6%
Motivation (M)	0.252	25.2%

Source: Processed data, 2026

Based on Table 6, the R-Square test results show that the R-Square value for the job satisfaction variable (Y) is 0.396, or 39.6%. This value indicates that 39.6% of the variation in job satisfaction is explained by transformational leadership, work environment, and work motivation, while the remaining 60.4% is influenced by factors outside the research model. Furthermore, the work motivation variable obtained an R-Square value of 0.252, or 25.2%. This indicates that 25.2% of the variation in work motivation can be explained by transformational leadership and work environment, while the remaining 74.8% is influenced by other variables not included in this research model.

Direct Effect (Direct Testing)

Table 7 Path Coefficient

Variable	Original Sample (O)	T-Statistics (O/STDEV)	P Value	Description
Transformational Leadership (X1) -> Job Satisfaction	0.175	1.938	0.053	Significant
Work Environment -> Job Satisfaction	0.386	4.977	0.000	Significant

Source: Processed data, 2026

Based on the test results presented in Table 7 the results of the direct influence test on the influence of transformational leadership on job satisfaction obtained a value from the original sample of 0.175, then the T-Statistics value and P-Value value of 0.053. The T-Statistics value is known to be smaller than the T-Table and the P-Value is known to be greater than 0.05 and less than 0.10. The results show that H1 is accepted, it can be interpreted that the transformational leadership variable has an influence on job satisfaction. The test on the influence of the work environment on job satisfaction obtained a value from the original sample of 0.386 with a T-Statistics value of 4.977 and a P-Value of 0.000. The T-Statistics value is greater than the T-Table which is 1.96 and the P-Value value is less than 0.05. The results show that H2 is accepted, it can be interpreted that the work environment variable has a positive and significant effect on job satisfaction.

Indirect Effect (Indirect Testing)

Table 8 Indirect Influence

Variable	Original Sample (O)	T-Statistics (O/STDEV)	P Value	Description
Transformational Leadership (X1) -> Motivation -> Job Satisfaction	0.052	1.899	0.058	Significant
Work Environment -> Motivation -> Kepuasan Kerja Job Satisfaction	0.070	2.229	0.026	Significant

Source: Processed data, 2026

Table 8 above shows that the indirect effect value of transformational leadership on job satisfaction through motivation obtained an original sample value of 0.052, with a T-statistic of 1.899 and a P-value of 0.058. The T-statistic value is smaller than the T-table of 1.96, and the P-value is greater than 0.05 and less than 0.10. The results indicate that H3 is accepted. This means that motivation can mediate the effect of transformational leadership on job satisfaction. Furthermore, the test results on the influence of the work environment on job satisfaction through motivation obtained an original sample value of 0.070, with a T-statistic of 2.229 and a P-value of 0.026. The T-statistic value is greater than the T-table of 1.96, and the P-value is less than 0.05. The results indicate that H4 is accepted. It can be interpreted that work motivation plays a significant role as a mediating variable in the relationship between work environment and job satisfaction.

DISCUSSION

The Influence of Transformational Leadership on Job Satisfaction

Based on the results of the first hypothesis test (H1), the Original Sample value was obtained at 0.175 with a T-Statistics value of 1.938 and a P-Value of 0.053. Although the T-Statistics value is smaller than the T-Table of 1.96 and the P-Value is greater than 0.05, when using a significance level of 10% (P-Value <0.10), the results are still declared significant. Thus, the first hypothesis (H1) is accepted, which means that transformational leadership has a positive effect on job satisfaction of Generation Z employees in Kendal Regency. The findings in this study are in line with previous studies that have proven the positive influence of transformational leadership on job satisfaction. Research Djuraidi dan Laily (2022) stated that transformational leadership has a positive and significant influence on employee job satisfaction, where leaders who are able to provide inspiration and a clear vision can increase employee work enthusiasm. The same results were also found by Hayati et al. (2021) in the context of millennial employees in the education industry, as well as Puji Lestari et al. (2024) who found that the more

optimal the implementation of transformational leadership, the higher the level of job satisfaction felt by employees. Muklis dan Nugroho (2022) also emphasized that transformational leadership can increase job satisfaction by increasing employee motivation and engagement in work. This finding is also in line with research by Dewi and Mansyur (2022), who found that transformational leadership has a negative and significant effect on employee turnover intention, indicating that an inspirational and motivating leadership style not only increases job satisfaction but also strengthens employees' desire to remain in the organization.

The Influence of Work Environment on Job Satisfaction

Based on the results of the second hypothesis test (H2), it shows that the work environment has a positive and significant effect on the job satisfaction of Generation Z employees in Kendal Regency. This can be seen in the Original Sample value of 0.386 with a T-Statistics of 0.000 which is smaller than 0.05. Thus, the second hypothesis (H2) is accepted. The results of this study explain that the better the work environment conditions perceived by Generation Z employees, the more conducive the work environment perceived by employees, the higher the level of job satisfaction they have. A positive coefficient value of 0.386 indicates that the work environment has a significant influence in shaping employee job satisfaction. This is in line with the opinion of Sedarmayanti (2001) which states that the work environment encompasses all the facilities and infrastructure used by employees, the conditions surrounding the workplace, and the relationships between individuals within the organization. These conditions will ultimately increase employee job satisfaction. This opinion is also supported by Nitisemito (2015) which states that a good work environment is one that is able to increase employee work enthusiasm, thus having a positive influence on perceived job satisfaction. In this research Sari et al. (2023) stated that a conducive work environment can provide a sense of comfort for employees and can increase their interest in the organization, thus having an impact on increasing job satisfaction. Similar results were also found by Sulistyawati et al. (2022) which shows that millennial employees' perceptions of an increasingly better work environment contribute to increased job satisfaction. In addition, the study Wibowo et al. (2023) Explains that creating a conducive and supportive work environment can significantly increase employee job satisfaction, especially in industrial environments with high work dynamics.

The Influence of Transformational Leadership on Job Satisfaction through Motivation

The Influence of Transformational Leadership on Job Satisfaction through Motivation. Based on the results of testing the third hypothesis (H3), the Original Sample obtained an indirect effect of 0.052, with a T-statistic of 1.899 and a P-value of 0.058. Although the T-statistic is smaller than the T-Table of 1.96 and the P-value is greater than 0.05, when a 10% significance level is used, the results are still considered significant. Thus, the third hypothesis (H3) is accepted, indicating that motivation is proven to mediate the effect of transformational leadership on job satisfaction among Generation Z employees in Kendal Regency. Optimally implemented transformational leadership will foster high work motivation in employees, and this high work motivation will lead to better job satisfaction.

This mediation process occurs sequentially: transformational leadership → motivation → job satisfaction. The results of this study are consistent with previous research that explains the important role of work motivation as a mediating variable. In this study, Nisa (2024) A study at PT Citiplan Indonesia Malang proved that the influence of transformational leadership on employee job satisfaction is channeled through work motivation as a mediating variable. Yohana et al. (2023) also revealed that transformational leadership can increase work motivation, which ultimately impacts employee performance and job satisfaction.

Furthermore, Vuong et al. (2023) found that motivation serves as a psychological mechanism that explains how transformational leadership influences various employee outcomes, including job satisfaction Rahmawati et al. (2024) also emphasized that work

motivation is proven to be able to mediate the relationship between transformational leadership and job satisfaction, especially in a dynamic work environment. This finding is reinforced by research by Ingsih et al. (2021), which demonstrated that work motivation has a positive and significant effect on job satisfaction, thus reinforcing the role of motivation as a key driver of employee job satisfaction in various organizational contexts, including the healthcare sector in Indonesia.

The Influence of Work Environment on Job Satisfaction through Motivation

The results of the fourth hypothesis (H4) test indicate that work motivation can positively and significantly mediate the influence of the work environment on job satisfaction among Generation Z employees in Kendal Regency. This is evidenced by the original sample indirect effect value of 0.070, a T-statistic of 2.229, which is greater than the T-table value of 1.96, and a P-value of 0.026, which is less than 0.05. Therefore, the fourth hypothesis (H4) is accepted. The results of this study demonstrate that a positive work environment not only directly increases employee job satisfaction but also indirectly increases job satisfaction through increased work motivation. This finding is also consistent with research Wibowo et al. (2023) which proves that work motivation plays a significant role as a mediating variable in the relationship between work environment and job satisfaction, Wibowo (2023) explains that a supportive work environment will provide psychological encouragement to employees to work better, and this encouragement then leads to higher job satisfaction. In line with this, Ferdian et al. (2023) also found that work motivation has a positive and significant effect on job satisfaction, thus further confirming the important role of motivation as a variable that strengthens the relationship between work environment conditions and employee job satisfaction.

CONCLUSION

This study aims to analyze the influence of transformational leadership and work environment on job satisfaction of Generation Z employees in Kendal Regency with work motivation as a mediating variable. Based on the results of the analysis using SmartPLS 4.0 on 160 respondents, the conclusion is obtained Transformational leadership has a positive and significant effect on job satisfaction (H1 is accepted), meaning that the better the leadership style, the higher the employee's job satisfaction, Work environment has a positive and significant effect on job satisfaction (H2 is accepted) and is the most dominant factor in this study, Work motivation mediates the effect of transformational leadership on job satisfaction (H3 is accepted), so that the effect occurs both directly and indirectly, Work motivation also mediates the effect of the work environment on job satisfaction (H4 is accepted), which shows that motivation is an important link in the relationship.

LIMITATION

This study is limited by its scope, involving only Generation Z employees in Kendal Regency, so the results cannot be broadly generalized. Furthermore, it used quantitative methods with cross-sectional data, so it does not reflect long-term changes. The variables studied were also limited, so other factors outside the model were not analyzed.

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