

# Work Culture and Transformation Leadership through Job Promotion and Its Impact on Job Satisfaction in Bungur Jakarta Public Elementary School

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**Abstract** — The primary objective of this study was to investigate and analyze the influence of Work Culture and Leadership Transformation through Job Promotion on Job Satisfaction at Bungur Jakarta Public Elementary School. Employing a quantitative approach, specifically the survey method, and the research involved a sample of 54 elementary school teachers selected from a target population of 62 teachers. The study focused on examining the job satisfaction of these teachers. Quantitative analysis techniques, such as descriptive statistics and hypothesis testing using Partial Least Square (PLS), were utilized for data analysis. The Structural Equation Model (SEM) was applied through the Smart PLS 4 program. Questionnaires were distributed to collect data. The study's findings can be summarized as follows: 1) Work Culture has a statistically significant and positive direct impact on Job Satisfaction. 2) Work Culture also has a statistically significant and positive direct impact on Job Promotion. 3) Leadership shows an insignificantly negative direct effect on Job Satisfaction. 4) Leadership has a statistically significant and positive direct impact on Job Promotion. 5) Job Promotion has an insignificantly positive direct effect on Job Satisfaction. 6) The positive impact of Work Culture on Job Satisfaction through Job Promotion is statistically insignificant. 7) The effect of Leadership on Job Satisfaction through Job Promotion is also statistically insignificant..

**Keywords** — Work Culture, Transformation Leadership, Job Promotion, Job Satisfaction

## I. INTRODUCTION

The success of an organization in achieving its goals is closely tied to the position of its employees. Employees are not only objects within the organization's objectives but also become subjects or actors. They can be planners, implementers, and controllers who actively function in the organization's goals, possessing thoughts, feelings, and desire that can influence their behavior towards work. In this relationship, employees contribute to the organization in the form of expertise, skills, and abilities they possess. Conversely, the organization is expected to provide fair rewards and recognition to employees, ultimately leading to satisfaction. In an organization, job satisfaction is utilized as one of its goals. Satisfaction is a key factor in the success of an organization's ability to grow and thrive. Job satisfaction contributes significantly to organizational effectiveness and stimulates the enthusiasm and loyalty of employees.

Job satisfaction is the pleasant or unpleasant feeling experienced by employees, directly influencing their emotional and behavioral aspects of work, such as performance, discipline, and work morale. Job satisfaction in employment involves the enjoyment of work through receiving praise for work results, placement, treatment, equipment, and a positive work environment (Qomariah, 2020). Factors influencing job satisfaction include opportunities for advancement, job security, salary, company and management, intrinsic and job-related factors, working conditions, social aspects of work, communication, and facilities (Fortuna, 2016).

Teachers who experience high job satisfaction and possess strong motivation in their work, coupled with high normative commitment, tend to perform more effectively and exhibit better performance compared to those who are less satisfied, unmotivated, and have low normative commitment (Bestiana, 2012). There is a significant correlation between job satisfaction and the level of absenteeism. This means that employees who are satisfied with their jobs tend to have lower levels of absenteeism. Conversely, employees who are dissatisfied with their jobs tend to have a higher level of absenteeism (Siagian, as cited in Qomariah, 2020).



The researcher conducted a pre-research study through interviews and the distribution of questionnaires to educators at Bungur Public Elementary School, Central Jakarta, regarding work culture, leadership, job promotion and job satisfaction. Based on the information gathered from interviews with several sources, the researcher also conducted another pre-research study by distributing questionnaires to various employees, educators, and educational staff in January 2023, with a total of 22 respondents. The questionnaires covered topics such as work culture, leadership, job promotion, and job satisfaction.

According to the outcomes of the preliminary research, there was a 0.6% dissatisfaction rate with work culture. Dissatisfaction with leadership was indicated at 1.2%, while dissatisfaction with job promotion stood at 8.9%. Analyzing the provided table, the researcher suggests that job promotion is likely the most influential factor affecting job satisfaction when compared to leadership and work culture.

Given the outlined phenomena and concerns, the author aims to delve deeper into the investigation and articulate it in the form of a thesis research titled: "The Impact of Work Culture and Leadership through Job Promotion and Its Consequences on Job Satisfaction at Bungur Public Elementary School, Jakarta."

## II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### A. Job Satisfaction

Job satisfaction can be considered as the feeling of pleasure or displeasure regarding one's job based on the expectations and rewards provided by the institution (Sudaryo et al., 2019). It is further stated that every individual working anticipates deriving satisfaction from their workplace (Wibowo, 2017).

Job satisfaction is an emotional state that is pleasant or unpleasant for employees in relation to their work. It reflects an individual's feelings towards their job, and everything encountered in their work environment (Handoko, 2018). Job satisfaction is an expression of employees' contentment with how their work benefits the organization, implying that what is gained in their job aligns with what is considered essential (Nurhayati et al., 2016).

Considering the perspectives of various experts, it can be inferred that job satisfaction is the emotional response of employees (whether positive or negative) towards their assigned tasks, encompassing aspects such as contentment with provided rewards, satisfaction with interpersonal collaboration among colleagues, and other relevant factors.

### B. Work Culture

Work culture is a set of assumptions or a system of beliefs, values, and norms developed within an organization that serves as the foundation for the behavior of its members to address external adaptation and internal integration issues (Mangkunegara, 2019). Furthermore, it is explained that work culture is a habit repeatedly practiced by employees within an organization (Nawawi, 2017).

Work culture is the process of teaching the skills needed for employees to perform their jobs (Dessler, 2015). Furthermore, the concept of work culture is simply defined as a learning process designed to enhance the abilities of individuals to perform their tasks (Mondy & Noe, 2016).

In light of the perspectives shared by these experts, it can be deduced that work culture is a crucial endeavor for improving the quality of human resources within an organization. Whether they are newcomers or existing employees, individuals should adhere to work culture as it is shaped by the demands of the job, which may evolve due to changes in the work environment, strategies, and other relevant factors.

### C. Transformation Leadership

Nielsen, Yarker, Brenner, and Randall (2008) concluded that transformational leaders expand and enhance the interests of their followers, stimulate awareness, and enable them to go beyond their own interests for the progress of the organization. Transformational leaders strategically increase job satisfaction levels by conveying a clear mission, vision, and values to their followers (Cummings, McGregor, Davey, & Lee, 2010, as cited in Brenda Lumbasi Barasa, Anne Kariuki, 2020).

Transformational leaders are individuals who inspire their followers to work for the benefit of the company, both in the short and long term. Inspiration is created through influence and awareness of outcomes related to the realization of the organizational vision, as highlighted by Naidu and Van Der Walt (2005).

From the various definitions above, it can be concluded that leadership is the leader's ability to influence others to collaborate by initiating, informing, supporting, evaluating, and summarizing to achieve predetermined goals.

#### **D. Job Promotion**

Job promotion is the movement of an employee that enlarges authority and responsibilities to a higher position within an organization, resulting in increased obligations, rights, status, and income (Hasibuan, 2019). Furthermore, promotion is an elevation in an employee's position from the previous role to a higher one (Fahmi, 2016). In essence, promotion refers to an employee transitioning from one position to a higher one, which naturally comes with greater responsibilities and income (Siagian, 2019).

From the explanation, it can be concluded that job promotion is a movement from a lower position to a higher one, accompanied by increased tasks, authority, and responsibilities. The existence of job promotions within an organization significantly influences employee performance. With promotions, employees are motivated to consistently strive for excellence, hoping to attain higher positions within the organization. Consequently, this positively impacts the progress of an organization.

#### **E. Hypothesis Development**

##### **1. Work Culture and Job Promotion**

Within an organization, various interrelated processes occur, transcending bureaucratic boundaries. Errors in any of these processes can impact the quality of the final product. Therefore, quality assurance lies in the seamless execution of each process, starting correctly at every stage of work. The fundamental goal of work culture is to fully develop human resources so that individuals are aware of their roles, communicate effectively and efficiently, and find joy in their work. By maintaining a strong work culture, leaders can, at the very least, assess employee performance more effectively. Excellent job performance is also essential for job promotions. Employees who perform well have a greater chance of being promoted compared to those with average performance. Rivai and Mulyadi assert that work culture is valuable for both the organization and employees, enhancing organizational commitment and maintaining consistency in the job promotion system and employee behavior (Rivai & Mulyadi, 2016).

This perspective aligns with the findings of previous research by Ichsan & Nasution (2020), Sutianingsih & Yulianto (2022), Syahrudin et al. (2022), and Hendi & Robin (2023), which indicate that work culture or organizational culture significantly influences job promotions.

Based on expert opinions and previous research findings, it can be assumed that work culture potentially has an impact on job promotions.

*H1: The work culture (X1) has a direct positive effect on job promotion (X3) in Bungur Public Elementary School, Jakarta.*

##### **2. Leadership and Job Promotion**

Promotion can be defined as a process of transitioning from one job to another within the hierarchy, involving higher authority and responsibilities compared to those previously assigned to the workforce. The authority to grant an employee a job promotion lies with the leadership. A competent leader can assess the potential of employees to advance and grow. Therefore, the leadership of a superior can influence the selection of employees deserving of promotion to higher levels.

The opportunity for advancement within an organization is referred to as promotion (job elevation). A promotion also signifies a transfer from one position to another with higher status and responsibilities. Ranupandojo asserts that a leader is someone with the authority to transfer others, in this case, their subordinates, to perform tasks in order to achieve desired goals (Ranupandojo & Husnan, 2014). In the context of transferring employees in job tasks, it leads to job promotion if the employee demonstrates good performance or has high competence in handling entrusted tasks.

This viewpoint aligns with the findings of previous research conducted by Jayusman & Khotimah (2012), Indrawan (2018), Ekhsan & Nurlita (2020), and Amalia et al. (2021), which indicate that leadership has a significant influence on job promotions.

Based on expert opinions and previous research, it is presumed that leadership has an impact on job promotions.

*H2: Leadership (X2) has a direct positive effect on job promotion (X3) in Bungur Public Elementary School, Jakarta.*

##### **3. Work Culture and Job Satisfaction**

The stronger the work culture within an organization, the greater the job satisfaction perceived by employees. An organization implements values and rules that influence employee behavior, leading to the creation of job satisfaction. Essentially, the principle of job satisfaction is the feeling of pleasure/displeasure or liking/disliking towards the environmental conditions within the company and the results of the employees' work. Employees are never detached from the organizational culture, which includes values, rules, and standards for both work and behavior within the organization. If the

organizational culture can be applied and executed effectively by employees, it becomes a source of satisfaction for them.

Robbins explains several crucial factors that contribute to job satisfaction. Firstly, it is a job that provides an opportunity to use skills and feedback on how well they are performing. The next factor is the working conditions for employees, both in terms of personal comfort and the ease of performing tasks. These aspects are closely related to the rules and standards set by the company, and these rules and standards are formed by the work culture or organizational culture within the company itself (Robbins et al., 2015).

This perspective aligns with the findings of previous research conducted by Brahmasari & Suprayetno (2008), Sangadji (2009), Harijanto (2010), and Azanza et al. (2013), which indicate that work culture has a significant influence on job satisfaction.

Based on expert opinions and previous research, it is presumed that work culture has an impact on job satisfaction.

*H3: Work culture (X1) has a direct positive effect on job satisfaction (Y) in Bungur Public Elementary School, Jakarta.*

#### 4. Leadership and Job Satisfaction

Leadership behavior can be considered a form of interactive behavior between leaders and subordinates that can influence job satisfaction. One factor contributing to high or low job satisfaction is the pattern of the relationship between superiors and subordinates. Yukl states that if leaders can implement appropriate leadership, employees will feel satisfied, ultimately affecting their performance for the better (Yukl, 2015).

Furthermore, the role of leadership or superiors in contributing to employees' optimal job satisfaction is carried out through five ways: (1) leaders clarify what is expected from their employees, specifically the goals and objectives of their performance, (2) leaders explain how to meet these expectations, (3) leaders outline criteria for evaluating performance effectively, (4) leaders provide feedback when employees have achieved goals, and (5) leaders allocate rewards based on the results they have achieved (Bass & Riggio, 2014).

This viewpoint aligns with the findings of previous research conducted by Mosadeghrad & Ferdosi (2013), Fuadi (2014), Saleem (2015), Srikaningsih (2017), and Abelha et al. (2018), which indicate that leadership has a significant influence on job satisfaction.

Based on expert opinions and previous research, it is presumed that leadership has an impact on job satisfaction.

*H4: Leadership (X2) has a direct positive effect on job satisfaction (Y) in Bungur Public Elementary School, Jakarta.*

#### 5. Job Promotion and Job Satisfaction

The provision of job promotions by an organization or institution is a form of reward or recognition given to employees as a sign of trust and acknowledgment of their abilities and capabilities to occupy a higher position. Such promotions are seen as an acknowledgment of the employee's capacity and potential to take on a higher role. The promotions given will enhance the motivation and job satisfaction of employees, ultimately contributing to improved overall organizational performance.

Promotions are viewed as recognition of the abilities and potential of the employee to occupy a higher position. With job promotions, employees have the potential to impact job satisfaction within the company. A promotion signifies a transfer that increases the authority and responsibility of the employee to a higher position within an organization, thereby increasing their obligations, rights, status, and income (Hasibuan, 2019).

This perspective aligns with the findings of previous research conducted by Indrawan (2018), Tri et al. (2020), Alrawahi et al. (2020), Amalia et al. (2021), and Tasman et al. (2021), indicating that job promotions have a significant influence on job satisfaction.

Based on expert opinions and previous research, it is presumed that job promotions have an impact on job satisfaction.

*H5: Job promotion (X3) has a direct positive effect on job satisfaction (Y) in Bungur Public Elementary School, Jakarta.*

#### 6. Work Culture and Job Satisfaction through Job Promotions

Employees are inevitably influenced by the organizational work culture, encompassing values, rules, and standards in both work and behavior within the organization. When organizational culture is effectively applied and adhered to by employees, it becomes an added value for them, increasing their

chances of being promoted to higher positions. With job promotions, employees naturally experience a sense of satisfaction, leading to increased productivity and improved performance.

This perspective aligns with the findings of previous research conducted by Indrawan (2018), Sutianingsih & Yulianto (2022), Syahrudin et al. (2022), Setiawati & Maisaroh (2023), indicating that organizational culture significantly influences job satisfaction through job promotions.

Based on expert opinions and previous research, it is presumed that organizational culture has an impact on job satisfaction through job promotions.

*H6: Work culture (X1) indirectly influences job satisfaction (Y) positively through job promotion (X3) at Bungur Public Elementary School, Jakarta.*

### 7. Leadership and Job Satisfaction through Job Promotions

Leadership is a set of behavioral norms employed by an individual when attempting to influence the behavior of others. Effective leadership occurs when organizational goals have been communicated, and subordinates have accepted them. A leader must apply their leadership style to guide and influence their subordinates, as a leader significantly impacts the organization's success in achieving its goals. A leader listens to ideas from subordinates before making decisions, and appropriate leadership fosters individual achievement. Leadership within an institution is an educational process aimed at enhancing an individual's specific abilities and skills. It is expected that improved leadership will lead to increased employee satisfaction, meaning that better leadership will result in better job satisfaction. Job satisfaction can be enhanced when linked to opportunities for development through promotions to higher positions. This, in turn, motivates employees to work more diligently.

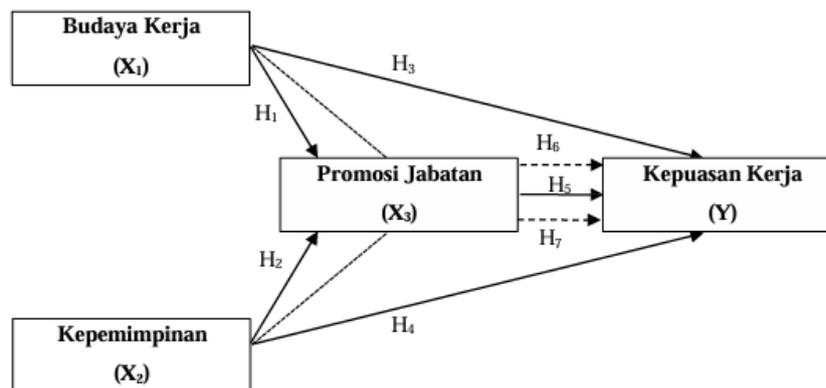
This perspective aligns with the findings of previous research conducted by Indrawan (2018), Sutianingsih & Yulianto (2022), Syahrudin et al. (2022), Setiawati & Maisaroh (2023), indicating that leadership significantly influences job satisfaction through job promotions.

Based on expert opinions and previous research, it is presumed that leadership has an impact on job satisfaction through job promotions.

*H7: Leadership (X2) indirectly influences job satisfaction (Y) positively through job promotion (X3) at Bungur Public Elementary School, Jakarta.*

To support the hypothesis and analyze the gathered data in this investigation, a conceptual framework was formulated, illustrated in Figure 1.

Fig. 1 Research Model



## III. METHOD

### A. Research Design

This research employs a quantitative descriptive method aimed at outlining the nature and characteristics of the data or variables to be examined. The research method serves as a blueprint for the researcher, and it is essential to be formulated before the actual research is conducted. The research design provides systematic guidance to the researcher on what activities need to be performed, when they will be conducted, and how to execute them (Rivai and Guswandi, 2016).

The research method is utilized by the researcher to vividly describe a specific variable, phenomenon, condition, or situation. Therefore, in this study, it is used to analyze the obtained data more comprehensively with the objective of understanding the influence of work culture and leadership through job promotion and its impact on job satisfaction.

**B. Population and Sampling Techniques**

In general, a population refers to a region of generalization consisting of objects/subjects that possess specific qualities and characteristics (Sugiyono, 2018). Furthermore, Creswell states, "a population is a group of individuals who have the same characteristic," meaning a population is a group of individuals with similar characteristics (Creswell, 2013). The population in this research includes all employees, educators, and educational staff in Bungur Public Elementary School, Jakarta, with a total number of 71 individuals.

A sample is a portion of the total number and characteristics possessed by the population. It represents a part of the population that serves as the actual data source in the research (Sugiyono, 2018). In line with this, Surakhmad expresses his opinion as follows: "A sample is necessary when the researcher does not intend to study the entire existing population because it is not feasible to directly investigate the entire population. However, the research goal is to find generalizations that apply universally, so the researcher is forced to use only a part of the population, namely a sample considered representative of that population" (Surakhmad, 2010).

There is no absolute consensus on the percentage of the sample taken from the population, as scholars have different opinions. Therefore, the determination of the sample size varies. The sample is a part of the total number and characteristics possessed by the population. If the population is large and the researcher cannot study everything due to limitations in funds, resources, and time, a sample taken from that population can be used (Sugiyono, 2018). What is learned from the sample can then be generalized to the population. Therefore, the sample taken from the population must be truly representative.

Sampling technique refers to the method of sample selection. There are various sampling techniques used to determine the sample in research. In this study, the sampling technique employed is known as saturation sampling or census sampling. This technique involves taking a sample that consists of all Civil Servant Teachers and PPPK Teachers, totaling 54 individuals.

**C. Data Collection Techniques**

Data collection was carried out through two methods: primary data collection and secondary data collection.

## 1. Primary Data Collection:

Primary data collection involved distributing questionnaires or surveys to employees, educators, and education staff at Bungur Public Elementary School, Jakarta, who were selected as the sample. The primary data collected included information on variables such as work culture, leadership, job promotion, and job satisfaction at the elementary school.

## 2. Secondary Data Collection:

Secondary data referred to information that had been collected from existing sources. Secondary data collection was performed by conducting library research to complement the primary data obtained from field research. In addition, the author also gathered secondary data from various sources, including books, literature, lecture materials, and relevant magazines related to the research object.

**D. Data Analysis Techniques**

The analysis technique employed in this research is Structural Equation Model (SEM) using the SmartPLS 4 program. The reason for choosing SEM is that it encompasses a set of statistical techniques allowing the measurement of a relatively complex network of relationships through simulation.

**IV. RESULT****A. Direct Influence Analysis: Path Coefficient**

To examine the results of the path analysis, one can conduct a direct effect analysis. The direct effect analysis is useful for testing the hypothesis of the direct influence of a variable that is influenced (endogenous). According to Juliandi (2018), the criteria for direct effect analysis include the path coefficient and the probability/significance value (p-value).

**Table 1**  
Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics ( O/STDEV )	P Values
Work culture → Job Satisfaction	0,453	0,463	0,181	2,508	0,012
Work culture → Job Promotion	0,568	0,569	0,103	5,502	0,000
Leadership → Job Satisfaction	-0,049	-0,036	0,192	0,257	0,798
Leadership → Job Promotion	0,361	0,368	0,109	3,320	0,001
Job Promotion → Job Satisfaction	0,293	0,279	0,200	1,462	0,144

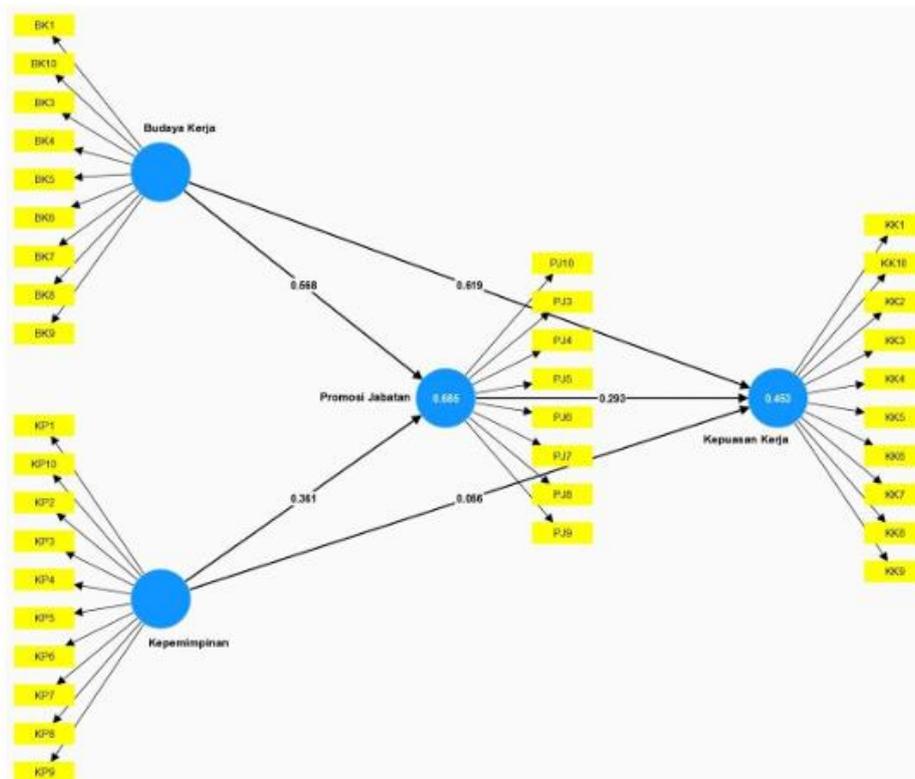


Fig. 2 PLS-SEM Research Model (Fit)

Based on the calculations of the path coefficient presented in table 1, it was found that:

1. The effect of work culture on job satisfaction

The original sample (O) is 0.453, indicating that Work Culture has a positive direct impact of 45.3% on Job Satisfaction. Based on the T-statistics value of 2.508 ( $> 1.96$ ) and the p-value of 0.012 ( $< 0.05$ ), it can be concluded that Work Culture significantly influences Job Satisfaction directly. Therefore, it can be inferred that the first hypothesis (H1) in this study is accepted as a research result, which means that Work Culture has a positive and significant direct impact on Job Satisfaction.

2. The effect of work culture on job promotion

The original sample (O) is 0.568, indicating that Work Culture has a positive direct impact of 56.8% on Job Promotion. Based on the T-statistics value of 5.502 ( $> 1.96$ ) and the p-value of 0.000 ( $< 0.05$ ), it can be interpreted that Work Culture significantly influences Job Promotion. Therefore, it can be concluded that the second hypothesis (H2) in this study is accepted as a research result, which means that Work Culture has a positive and significant direct impact on Job Promotion.

3. The effect of leadership on job satisfaction

The original sample (O) is -0.049, indicating that Leadership has a negative direct impact of 4.9% on Job Satisfaction. Based on the T-statistics value of 0.257 ( $< 1.96$ ) and the p-value of 0.798 ( $> 0.05$ ), it can be interpreted that Leadership does not significantly influence Job Satisfaction. Therefore, it can be concluded that the third hypothesis (H3) in this study is rejected as a research result, meaning that Leadership has a negative and not significant direct impact on Job Satisfaction.

4. The effect of leadership on job promotion

The original sample (O) is 0.361, indicating that Leadership has a positive direct impact of 36.1% on Job Promotion. Based on the T-statistics value of 3.320 ( $> 1.96$ ) and the p-value of 0.001 ( $< 0.05$ ), it can be interpreted that Leadership significantly influences Job Promotion. Therefore, it can be concluded that the fourth hypothesis (H4) in this study is accepted as a research result, meaning that Leadership has a positive and significant direct impact on Job Promotion.

5. The effect of job promotion on job satisfaction

The original sample (O) is 0.293, meaning that Job Promotion has a positive direct impact of 29.3% on Job Satisfaction. Based on the T-statistics value of 1.462 ( $< 1.96$ ) and the p-value of 0.144 ( $> 0.05$ ), it can be interpreted that Job Promotion does not significantly influence Job Satisfaction directly. Therefore, it can be concluded that the fifth hypothesis (H5) in this study is rejected as a research result, meaning that Job Promotion has a positive but not significant direct impact on Job Satisfaction.

**B. Indirect Influence Analysis: Test the Role of Intervening/Mediator Variables**

The analysis of indirect effects is the indirect influence of an exogenous latent construct or variable on an endogenous latent variable through an intermediate variable.

**Table 2**

Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics ( O/STDEV )	P Values
Work culture → Job Promotion → Job Satisfaction	0,166	0,171	0,135	1,229	0,219
Leadership → Job Promotion → Job Satisfaction	0,106	0,091	0,069	1,529	0,126

Based on the calculations of the indirect influence analysis presented in table 2, it was found that:

1. Effect of work culture on job satisfaction through job promotion

The original sample (O) obtained is 0.166, meaning that Work Culture has a positive effect on Job Satisfaction through Job Promotion by 16.6% indirectly. Based on the T-statistics value of  $1.229 < 1.96$  and the p-value of  $0.219 > 0.05$ , it can be concluded that Work Culture has a non-significant effect on Job Satisfaction through Job Promotion indirectly. Therefore, Hypothesis Six (H6) in this study is rejected as a research result, indicating that Work Culture has a positive and non-significant effect on Job Satisfaction through Job Promotion indirectly.

2. Effect of leadership on job satisfaction through job promotion

The original sample (O) obtained is 0.106, indicating that Leadership has a positive effect on Job Satisfaction through Job Promotion by 10.6% indirectly. Based on the T-statistics value of  $1.529 < 1.96$  and the p-value of  $0.126 > 0.05$ , it can be concluded that Leadership has a non-significant effect on Job Satisfaction through Job Promotion indirectly. Therefore, Hypothesis Seven (H7) in this study is rejected as a research result, indicating that Leadership has a positive and non-significant effect on Job Satisfaction through Job Promotion indirectly.

**V. CONCLUSION**

Based on the results and discussions tested earlier, the following conclusions can be drawn:

1. Work Culture has a significant direct positive effect on Job Satisfaction. This can be explained by the fact that work culture aims to change attitudes and behaviors so that teachers can increase productivity and creativity in achieving the desired job satisfaction. It can be concluded that the higher the positive influence of organizational culture, the higher the perceived job satisfaction.
2. Work Culture has a significant direct positive effect on Job Promotion. This can be explained by the fact that a person's good work culture enhances their human resources and qualifies them for promotion to higher positions.
3. Leadership has a non-significant direct negative effect on Job Satisfaction. This explains that the lack of leaders allocating rewards based on their achievements and the lack of proactively seeking resources from the school committee or the community to improve teaching and learning services. It can be concluded that leadership does not affect job satisfaction, meaning that the lower the influence of leadership, the lower the level of job satisfaction for employees.
4. Leadership has a significant direct positive effect on Job Promotion. This explains that the higher the positive influence of leadership, the higher the chances of job promotion.
5. Job Promotion has a non-significant direct positive effect on Job Satisfaction. This explains that the better the job promotion, the better the job satisfaction, even though it does not experience rapid changes.
6. Work Culture has a non-significant indirect positive effect on Job Satisfaction through Job Promotion. This explains that the better the work culture, the better the job satisfaction, even though there is no rapid change through job promotion. It can be concluded that the indirect effect of work culture on job satisfaction through job promotion is not significant.
7. Leadership has a non-significant indirect positive effect on Job Satisfaction through Job Promotion. This explains that the better the leadership, the better the job satisfaction indirectly through job

promotion, even though there is no rapid change. It can be concluded that the indirect effect of leadership on job satisfaction through job promotion is not significant.

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