



Investigating Organizational Determinants of Job Satisfaction: Mediating Role of Motivation

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Abstract

Purpose: The objective of this research is to examine the influence of Organizational Climate and Perceived Organizational Support on Job Satisfaction, with Motivation acting as a mediating variable among Digital Agency Workers in Indonesia.

Method: The study involved disseminating questionnaires to 76 employees across three digital agency firms located in the Jakarta Metropolitan Area, Indonesia, utilizing the convenience sampling method. The analysis of the collected data was performed through Structural Equation Modeling (SEM) using the Smart PLS 4 software.

Result: The study's findings indicate that Organizational Climate and Perceived Organizational Support exert a direct influence on Job Satisfaction and on Motivation. Moreover, it was discovered that Motivation serves as a mediating factor in the relationship between Organizational Climate and Job Satisfaction, as well as between Perceived Organizational Support and Job Satisfaction. The author stresses the need for future research to focus on various external factors when analyzing job satisfaction. This includes factors such as personality traits, economic conditions, and challenges specific to certain industries.

INTRODUCTION

The development of any company is intrinsically linked to the support of skilled human resources within their respective fields. These individuals represent an investment in the company's foundational strength, enabling it to be competitive within its industry. Human resources play an integral role in management as they are pivotal in helping an organization achieve its goals (Abdul-Halim et al., 2016). A key consideration for companies regarding their workforce is job satisfaction. Job satisfaction is understood as a positive emotional state derived from one's job or job experiences, as described by Spector in 2022. It is recognized that job satisfaction is a factor that can influence an organization's effectiveness in realizing its objectives (Wibawa, 2018).

Recent research by Maan et al. (2020) highlights that employees who perceive high levels of organizational support tend to experience greater psychological empowerment, significantly enhancing job satisfaction. This empowerment allows employees to feel more in control of their work and see their role as meaningful within the organization, which can positively affect their performance and satisfaction. In striving to fulfill employee job satisfaction, companies align their vision and values to navigate toward their objectives, especially considering the varied impacts induced by the COVID-19 pandemic. This pandemic has put considerable strain on business cycles across various sectors, significantly affecting organizations and society in multiple ways (Carroll & Conboy, 2020). As Dubey et al. (2023) outlined, effective leadership is increasingly recognized as crucial in fostering organizational citizenship behaviors (OCBs) beyond formal job responsibilities. Leaders who effectively support and develop their teams can significantly increase job satisfaction, leading to higher instances of OCB, where employees voluntarily engage in actions that benefit the organization. These insights suggest that internal factors like psychological empowerment and external factors such as effective leadership play significant roles in enhancing job satisfaction and encouraging beneficial organizational behaviors.

In economics, the COVID-19 pandemic has resulted in significant disruptions for workers, with projects and contracts being delayed or outright canceled, leading to job losses (Agba et al., 2020). In response to the pandemic, companies have been compelled to adapt by adopting new business practices, such as introducing remote and hybrid work arrangements. These new work formats come with challenges, including limited access to necessary tools, difficulties in coordination with colleagues, disruptions from the home environment affecting concentration, and increased potential for miscommunication with team members. Such shifts in work policies during the pandemic have affected employee job satisfaction (Adha, 2021).

As Kavanaugh et al. (2006) outlined, job satisfaction is influenced by a complex interplay of organizational, personal, and interpersonal factors. In the wake of the COVID-19 pandemic, the dynamics within companies, particularly those in the IT sector, have been notably altered. The pandemic has necessitated adjustments in how digital agencies operate, directly impacting the traditional support structures and organizational climate previously in place.

Digital agencies, evolving alongside the expanding demands of the digital landscape, have diversified their services to include specialized offerings such as Search Engine Optimization, app and website development, and social media management, among other digital services. Amidst this development, these companies face the challenge of ensuring employee job satisfaction in a post-pandemic environment, which has shifted the parameters and potentially affected the accuracy of job satisfaction assessments. The altered work systems and their effectiveness in adapting to the post-pandemic climate affect how job satisfaction is perceived and measured.

The post-pandemic work environment within digital agency companies has necessitated various modifications, such as adopting a hybrid work system to curb the spread of COVID-19. This new system has led to less consistent work schedules and task assignments due to varying routines among employees. Despite these irregularities, the hybrid model suits digital agencies whose core business relies on digital products that are not bound by physical constraints. These agencies rely heavily on advanced digital tools and software to enhance the productivity of their operations, with outputs primarily in digital format.

However, variability in employee abilities within a company, especially regarding design sprints, programming languages, and other skills, must be reconciled with standard work practices. This reconciliation process can sometimes hinder the development of individual skill diversity within the workforce. A uniformity of skill application among employees may lead to task monotony, contributing to boredom, mental exhaustion, and decreased motivation. Such factors adversely impact job satisfaction, as discussed by Häusser et al. in their 2014 study.

The issues identified earlier through observations and interviews affected work outcomes, particularly when task deadlines are managed through various applications and emails are not met within the allocated time frames. According to Azdanal et al. (2021), job satisfaction plays a critical role in task completion; discomfort and the inability to fully realize one's potential can lead to diminished work concentration. Considering these observations, researchers are motivated to

investigate the influence of organizational climate and perceived organizational support on job satisfaction, considering motivation as a potential mediating factor among Digital Agency employees.

Rusu & Avasilcai (2014) define organizational climate as the collection of measurable aspects within a work environment that the employees perceive, directly or indirectly, as influencing and motivating their behavior. This definition encapsulates the collective perceptions of those within the organization. Schneider et al. (2013) expand on this by characterizing organizational climate as the informal and formal perceptions of an organization's practices, procedures, and policies. Rusu & Avasilcai (2014) identify nine organizational climate dimensions: structure, support, reward, warmth, risk, responsibility, standards, conflict, and identity. Schneider et al. (2013) describe organizational climate as encompassing employees' interpretations and overall perceptions of the regulations, practices, and procedures they encounter within their working environment. The organizational climate mirrors the organization's commitment to employee development by fostering an excellent working climate and supportive conditions conducive to job satisfaction (Bahrami et al., 2016). Supporting this concept, research conducted by Wahyu et al. (2019) substantiates the hypothesis that Organizational Climate directly impacts Job Satisfaction. A recent editorial from *Frontiers in Psychology* (González-Torres, et al., 2023) highlights the evolving understanding of organizational culture and climate, noting their critical roles in shaping behaviors within firms. The article discusses how these elements are integral in providing employees with cues for interpreting and responding to their work environment, which can significantly influence job satisfaction. These studies illustrate a growing focus on how environmental and cultural aspects of organizations directly impact employee satisfaction and performance, especially in high-pressure and rapidly changing fields like healthcare. This ongoing research continues to affirm the profound influence of organizational climate on job satisfaction across various sectors. Under these considerations, we propose the following hypothesis:

H1: Organizational Climate directly influences Job Satisfaction.

Kurtessis et al. (2017) defined perceived organizational support as the extent employees believe their organization values their contributions and cares about their well-being, essentially recognizing and potentially rewarding their efforts to meet social and emotional needs. Further elaborating on this concept, Eisenberger et al. mentioned in Kurtessis et al. (2017) that perceived organizational support reflects the employees' viewpoint that their organization appreciates their dedication and commitment. This research draws on the theory posited by Rhoades & Eisenberger (2002), which involves five dimensions to measure perceived organizational support: fairness, job conditions, supervisory support, recognition of achievements, and provision of help. Cullen et al. (2014) also suggested that a strong perception of organizational support meets employees' socioemotional needs and is likely to result in positive behaviors, such as enhanced satisfaction with their job. Recent research by To & Huang (2022) demonstrated that perceived organizational support significantly impacts job satisfaction within the gaming industry in Macao. Similarly, a study by Bernarto et al. (2020) confirmed that perceived organizational support significantly affects job satisfaction among Indonesian teachers. Therefore, it can be hypothesized that:

H2: Perceived Organizational Support directly influences Job Satisfaction.

Atkinson and Frechette (2009) stress the importance of managers having a keen understanding of feedback mechanisms and leveraging various strategies to harness a positive organizational climate that enhances employee motivation and fosters a sense of ownership among them. Establishing an organizational climate that motivates workers to perform their roles effectively and responsibly falls within managerial duties, including overseeing and implementing organizational procedures (Laurie, 2010). In alignment with this, research conducted by Kartini et al. (2017) corroborates the idea that a supportive organizational climate directly affects motivation, indicating that a favorable organizational climate is instrumental in boosting work motivation. Recent studies on organizational climate and motivation continue to explore the

various facets of how organizational settings influence employee motivation. A study by Yildiz et al. (2023) examines the phenomenon of Compulsory Citizenship Behaviors (CCBs) within organizations, which are behaviors that appear as voluntary organizational citizenship but are driven by external pressures. This study delves into how such pressures can negatively affect employees' genuine motivation and may lead to moral disengagement and frustration, particularly under challenging circumstances like the COVID-19 pandemic. Another comprehensive study published in "BMC Health Services Research" (Fantahun et al., 2023) discusses the impact of perceived organizational support and empowerment on organizational commitment among healthcare professionals. The study highlights that empowerment and support from the organization significantly boost motivational levels among health workers, affecting their commitment and overall job satisfaction. These studies underline the complex interplay between organizational conditions and employee motivation, emphasizing the importance of genuine, supportive measures over imposed behaviors to foster a motivated workforce. We therefore hypothesize:

H3: Organizational Climate directly influences Motivation.

Ludiya (2017) highlights the vital role of organizational support as a catalyst for encouraging employees to enhance their performance, noting its significant role in fostering robust motivation. Moreover, the sense of being valued and receiving respect within an organization, especially through integrating new technologies, can further motivate employees to strive for better performance (Mitchell et al., 2012). Confirming this perspective, research by Imtiaz et al. (2018) demonstrates that perceived organizational support is a key factor in driving motivation within the pharmaceutical industry in Lahore, Pakistan. Recent studies on how perceived organizational support (POS) influences motivation reveal varied insights into this relationship, especially considering different organizational contexts and methodologies. Jing & Yan (2022) conducted a study in China to investigate the impact of POS and psychological ownership on turnover intentions and employee motivation. It found that higher levels of POS contribute positively to employees' psychological ownership, enhancing their motivation and reducing turnover intentions. These studies contribute significantly to our understanding of the dynamics between organizational support and employee motivation. Therefore, to sum up, the following hypothesis has been drawn in this study.

H4: Perceived Organizational Support directly influences Motivation.

As referenced by Osemeke et al. (2017), McClelland articulated motivation as akin to a reserve of potential energy within an individual, which is channeled and utilized based on various factors, including personal drives, situational contexts, and the opportunities available. Workers with dominant motivations exhibit different characteristics and tendencies toward their work (Valaei & Rezaei, 2016). Motivation is intricately linked to goal-directed behavior, and job satisfaction results in fulfillment when those goals are attained, often through rewards and job-related activities. Motivation leads to job satisfaction, and a high level of job satisfaction can also enhance an individual's motivation, creating a beneficial cycle for the employee (Saragih et al., 2020). Studies by Sudarno et al. (2016) have indicated a significant impact of motivation on job satisfaction, and this link is further supported by research from Fakhri et al. (2021), which also recognized motivation as a determinant of employee job satisfaction. Research by Choi et al. (2016) exploring the relationship between motivation and job satisfaction has underscored the complex interplay between employee empowerment, personal development, and organizational structure. Choi et al. (2016) also emphasize that job satisfaction is closely tied to the perceived opportunities for personal development within an organization. Employees who feel their personal growth is supported tend to exhibit higher job satisfaction. This is partly because they perceive their work environment as supportive and conducive to personal and professional growth. To test this assumption in the context of employee in Indonesia, the authors have developed the following hypothesis.

H5: Motivation directly influences Job Satisfaction.

Job satisfaction is a positive emotional condition derived from an individual's work appraisal, which Spector (2022) defined because of one's job or job experiences. It has long been recognized by management and business leaders that employees who experience job satisfaction tend to outperform those who do not (Okta et al., 2015). Job satisfaction encompasses employees' emotions about different aspects of their work, both intrinsic and extrinsic (Puni et al., 2018). An effective organizational climate has been noted to encourage employees to achieve improved outcomes, not only economically but also in terms of job satisfaction and commitment (Shanker et al., 2017). Creating a positive organizational climate, especially through flexible working arrangements, fosters job motivation and satisfaction (Abdullah & Ismail, 2012). Marpaung (2021) further validated that the influence of organizational climate on job satisfaction could be significantly mediated by the level of work motivation. Recent studies have expanded our understanding of how motivation directly influences job satisfaction, emphasizing various factors and mechanisms contributing to this relationship. A study by Basalamah & As'ad (2021) highlights that motivational strategies in the workplace, such as providing meaningful feedback, recognition, and opportunities for professional growth, play a crucial role in enhancing job satisfaction. These strategies ensure employees feel valued and understood, fostering a more satisfying work environment. Another study by Adeel et al. (2022), focusing on green human resource practices (GHRP), found that these practices lead to higher job satisfaction by fostering work engagement through supportive management and rewards for environmentally friendly behaviors. This research underscores the significance of aligning organizational goals with environmental sustainability, contributing to the planet, and enhancing employee satisfaction. These findings suggest that a comprehensive approach to employee motivation, which considers personal and organizational goals, can significantly boost job satisfaction. They provide a broader context on how motivation can be effectively leveraged to improve job satisfaction in various organizational settings. Therefore, we proposed this hypothesis.

H6: Motivation mediates the influences of Organizational Climate on Job Satisfaction.

Narendra (2017) describes motivation as the strategies implemented by an organization to bolster the enthusiasm of its employees and support them in fulfilling their designated responsibilities. McAuliffe et al. (2013) suggest that job satisfaction and motivation among employees can be enhanced through supportive interactions and collaborative problem-solving with supervisors. Dawley et al. (2010) highlight that job satisfaction is one of the outcomes of good organizational support as perceived by employees. Imtiaz et al. (2018) found that employee motivation mediates between perceived organizational support and job satisfaction, indicating that motivation fully mediates this relationship in the pharmaceutical industry in Lahore, Pakistan. One recent study by Dewangan & Verghese (2023) explored the mediation role of motivation in the relationship between organizational climate and job satisfaction. They examined how an organization's climate influences employees' motivation and job satisfaction, emphasizing the moderating effects of individual differences in motivational orientation. Li et al. (2022) conducted a cross-sectional study that showed the mediating effect of motivational factors such as empowerment and recognition in the link between supportive organizational climates and job satisfaction in healthcare settings. These studies collectively suggest that a positive organizational climate can significantly enhance employee motivation, leading to higher job satisfaction, underlining the crucial role of motivational factors in mediating these relationships. Accordingly, we propose:

H7: Motivation mediates the influences of Perceived Organizational Support on Job Satisfaction.

From the explanation of the framework above, the research model used in this study is as follows (see Figure 1).

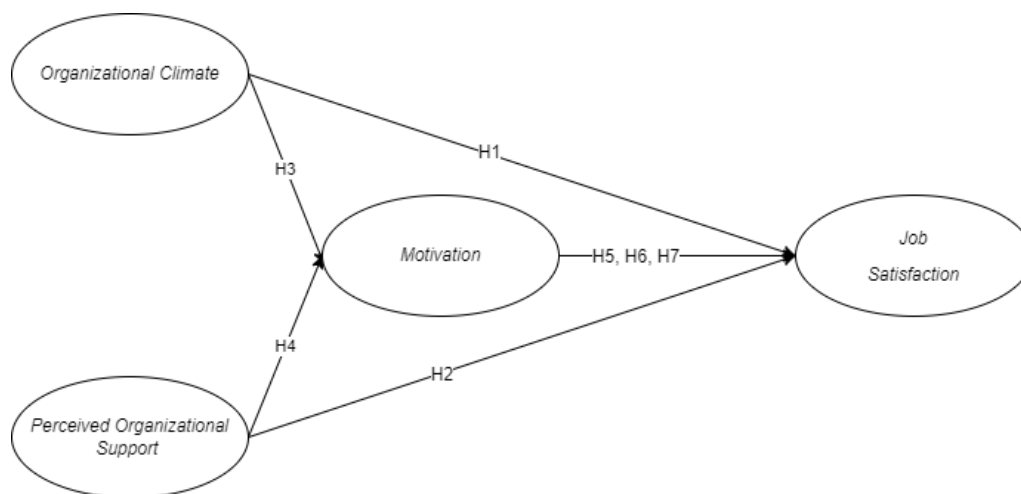


Figure 1. Research Model

RESEARCH METHODS

This investigation collected data through an online survey using the Google Forms platform. The researchers executed the survey in two phases. Initially, a preliminary test was conducted with 30 participants to assess the validity and reliability of the survey instrument. Subsequently, adjustments were made to the questionnaire based on this pre-test, and the revised survey was administered from February 10, 2023, to May 15, 2023.

The study focused on employees from three digital agency companies in the Jakarta Metropolitan Area of Indonesia specializing in digital products. The sampling method was purposive, with convenience sampling techniques applied, utilizing the Slovin formula for a total population of 177 agency employees. Berndt (2020) stated that purposive sampling involves selecting participants based on specific characteristics or criteria relevant to the research question. The implication here is that the sample is not random and is chosen to meet particular objectives of the study, which may focus on aspects of the employee population, such as employees in specific roles or with specific experiences. Etikan et al. (2016) also mentioned that convenience sampling coupling purposive sampling with convenience sampling means that within the identified criteria for purposive sampling, participants are chosen based on their accessibility and availability to the researcher. This might introduce biases as it may not adequately represent all segments of the employee population that meet the purposive criteria. Utilizing the Slovin formula helps determine the sample size needed from the total population to achieve results with a tolerable error margin (Anugraheni et al., 2023). The formula is generally used in surveys to calculate a representative sample size, which ensures that the findings are statistically significant and can be generalized to the whole population to a certain extent. In a population of 177, using Slovin's formula would typically provide a scientifically sound sample size, mitigating some of the drawbacks of convenience sampling by aiming for a sample size that balances manageability and statistical rigor. Combining these methods suggests a focused approach to sample selection aimed at efficiency and relevance to specific research queries. Still, it also raises concerns about potential biases and the generalizability of the findings. The research would benefit significantly from acknowledging these limitations in the study's discussions and conclusions, providing a clear context for interpreting the results within the specific sampled population.

For data analysis, the researchers used Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach facilitated by Smart PLS 4.0 software. The PLS-SEM analysis is a two-stage process; the first involves assessing the measurement model (outer model), and the second involves evaluating the structural model (inner model), as outlined by Hair et al. in their

2012 and 2014 studies. PLS-SEM is typically chosen for its robustness in handling complex models with multiple constructs and indicators, its ability to manage small sample sizes and its lesser demands on measurement scales and distributional assumptions. PLS-SEM focuses on maximizing the explained variance of the dependent constructs and is particularly useful for exploratory research or when the research aim is prediction. PLS-SEM might be preferred in highly complex models with many constructs and indicators (Joseph et al., 2022).

RESULTS AND DISCUSSION

The methodology applied in this research is based on the PLS-SEM, which involves a two-stage analytical process. Initially, the measurement model, or outer model, is evaluated to assess its constructs' validity and reliability. Subsequently, the structural model, also called the inner model, is analyzed to explore the relationships among these constructs. The validation of these models adheres to the guidelines and standards delineated by Hair and colleagues in their publications from 2012 and 2014.

The outer model primarily assesses whether the chosen measures accurately represent the constructs. This is done through convergence validity tests, conducted using the Smart PLS 4.0 software, to check the indicators' correlation with the latent variables they are supposed to measure. In this model, a reflective measurement is highly reliable if it correlates with the latent variable at a level greater than 0.70. According to the data displayed in Table 1, all items fulfill this criterion, as the outer loadings for each item exceed 0.70, confirming their validity.

Table 2 demonstrates that each construct's square roots of the Average Variance Extracted (AVE) are higher than their correlations with any other construct. This fulfillment of the Fornell-Larcker criterion confirms the discriminant validity of the constructs used in the study, indicating that each construct is uniquely defined and represents specific aspects of the phenomena under investigation that are not covered by the other variables in the research.

Table 1.
Convergent Validity

Variable	Code	Outer Loading	Variable	Code	Outer Loading
Organizational Climate (OC)	OC1	0.721	Motivation (M)	M1	0.770
	OC2	0.774		M2	0.818
	OC3	0.796		M3	0.755
	OC4	0.719		M4	0.738
	OC5	0.751		M5	0.775
	OC6	0.731			
	OC7	0.744			
Perceived Organizational Support (POS)	POS1	0.745	Job Satisfaction (JS)	JS1	0.723
	POS2	0.733		JS2	0.755
	POS3	0.787		JS3	0.783
	POS4	0.709		JS4	0.737
	POS5	0.713		JS5	0.742
	POS6	0.728		JS6	0.717
	POS7	0.748		JS7	0.704
	POS8	0.748		JS8	0.769
	POS9	0.729		JS9	0.764
	POS10	0.743			
	POS11	0.730			

Composite reliability is utilized in this research to assess the reliability of the variables under study. A composite reliability score is deemed acceptable when it is 0.70 or higher. According to the data processing results shown in Table 3, the composite reliability for each variable exceeds the threshold of ≥ 0.70 . Thus, the findings from Table 3 suggest that all the variables investigated in this study are reliably measured and demonstrate high-reliability scores.

Table 2.
Fornell-Larcker

Variable	Job Satisfaction	Motivation	Organizational Climate	Perceived Organizational Support
Job Satisfaction	0.744			
Motivation	0.713	0.772		
Organizational Climate	0.713	0.688	0.749	
Perceived Organizational Support	0.701	0.710	0.711	0.738

The data in Appendix 1 delineates the mean and overall mean scores for various dimensions. According to these results, the 'Warm' dimension within the organizational climate variable scores the highest, indicating a positive climate. In companies employing a hybrid work system, this suggests the presence of robust and friendly interpersonal relationships among employees. Furthermore, the 'Perceived Organizational Support' registers a high overall mean score of 3.88. Within this, the 'Job Condition' dimension scores the highest at 3.93, signifying exceptional support provided by the organizations in terms of adequate facilities to bolster the work infrastructure for employees. In motivation, the overall mean score stands at 3.58, which is classified as high. This highlights that employee value the necessity for achievement tied to feedback and developmental assistance from superiors.

Table 3.
Composite reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Satisfaction	0.899	0.904	0.918	0.554
Motivation	0.830	0.833	0.880	0.596
Organizational Climate	0.869	0.870	0.899	0.560
Perceived organizational support	0.916	0.918	0.929	0.544

Regarding the 'Work Itself' dimension, the overall mean score is 3.71, which is also classified as high. This suggests that employees in the three companies under study feel competent and autonomous, able to perform tasks according to their skills and working styles. The latitude provided for how work is approached contributes to job satisfaction, as employees appreciate the ability to work without restrictive protocols that may not align with personal preferences.

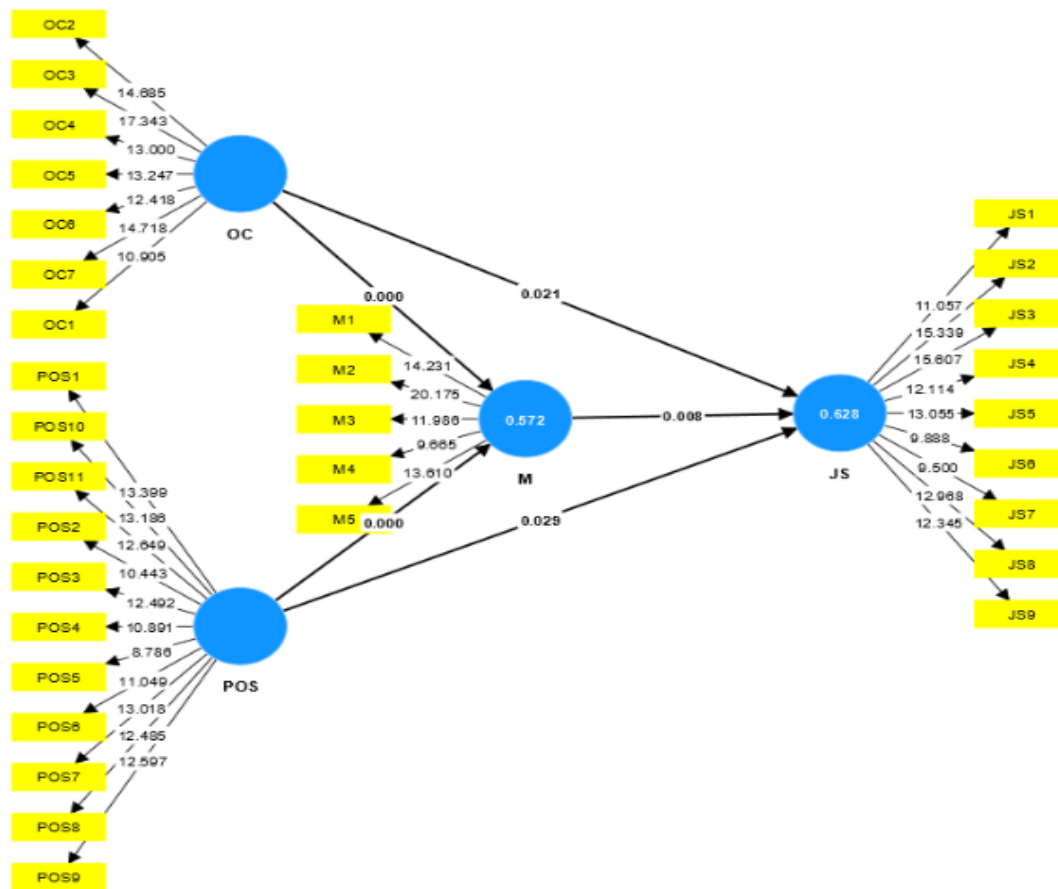


Figure 2. Inner Model – PLS Output for SEM Model

Figure 2 demonstrates the analysis of the structural model, also referred to as the Inner Model. Analyzing this model aims to predict the causal relationships among the latent variables relevant to this study. The coefficient of determination is represented by the adjusted R-square value, which is a statistical indicator of how effectively independent variables can predict the variance of a dependent variable. An adjusted R-square value above 0.67 signifies the strong explanatory power of the model. Values between 0.33 and 0.67 indicate moderate explanatory strength, whereas values from 0.19 to 0.33 are considered weak.

According to the results presented in Table 4, the job satisfaction score of 0.628 is categorized within the medium range. This suggests that motivation, perceived organizational support, and organizational climate explain 62.8% of the variation in job satisfaction. The remaining 37.2% may be due to other factors not investigated in this study. Additionally, the R-square value for motivation is 0.572, which also falls into the medium category, indicating that 57.2% of motivation's variability is accounted for by perceived organizational support and organizational climate. In comparison, the remaining 42.8% is due to other unexamined variables.

**Table 4.
R-Square**

Variable	R-square	R-square adjusted
Job Satisfaction	0.628	0.612
Motivation	0.572	0.560

The fit of a model in research can be evaluated using Smart PLS by examining specific indicators such as the Standardized Root Mean Square Residual (SRMR) or the Normed Fit Index (NFI). According to Hu and Bentler (1999), the SRMR is a valuable metric for gauging the goodness of fit of a model. Rakotoasimbola & Blili (2019) posit that an SRMR value below 0.10 typically signifies a good fit for the model. As demonstrated in Table 5, with an SRMR value of 0.083, it can be inferred that the model used in this study is considered a good fit.

Table 5.
Model Fit Test

	Saturated model	Estimated model
SRMR	0.083	0.083
d_ULS	3.611	3.611
d_G	2.401	2.401
Chi-square	803.577	803.577
NFI	0.591	0.591

In hypothesis testing, the significance level is compared to a threshold, typically set at less than 0.05, and the t-statistic is evaluated against the critical value from the t-table, which is 1.96 for an alpha level of 0.05. Table 7 details the results of the significance testing conducted using the bootstrapping method.

Table 6 corroborates the first hypothesis (H1), suggesting a positive link between Organizational Climate and Job Satisfaction, as indicated by T statistics that exceed the critical value ($2.317 > 1.96$) with a P-value of 0.021, validating the hypothesis. This finding echoes the study by Wahyu et al. (2019), which also found a direct effect of Organizational Climate on Job Satisfaction. The earlier test results confirm that the study's first hypothesis is valid since it fulfills the necessary criteria, with a statistical T-value greater than the T-Table ($2.317 > 1.96$) and a P-value of 0.021, which is less than the threshold of 0.05. This evidence suggests that the Organizational Climate directly influences Job Satisfaction. In the prior analysis, the mean score data indicated that the 'Warm' dimension scored highest, with 3.89, reflecting a comfortable and satisfactory work environment and relationships within the company. Additionally, the friendly workplace atmosphere among colleagues is evidenced by a high mean score of 3.97 for item OC2 in the 'Warm' dimension. Although the company has adopted a hybrid work model that reduces in-person interactions among employees, it has managed to maintain a pleasant work environment that fosters job satisfaction. This sense of job satisfaction, stemming from cordial relationships among colleagues, is manifested in the high mean score of 3.87 for item JS8 on the Job Satisfaction scale. These findings are consistent with those presented in Marpaung's (2021) study titled "Work Motivation as a Mediating Variable between Human Resources Competence and Organizational Climate against Job Satisfaction at the Yapen Islands Resort Police," which also established a significant direct relationship between Organizational Climate and Job Satisfaction.

Table 6.
Research Hypothesis

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
OC → JS	0.317	0.330	0.137	2.317	0.021
POS → JS	0.250	0.248	0.115	2.179	0.029
OC → M	0.370	0.370	0.098	3.782	0.000
POS → M	0.447	0.452	0.104	4.318	0.000
M → JS	0.318	0.310	0.120	2.648	0.008
OC → M → JS	0.117	0.117	0.060	1.972	0.049
POS → M → JS	0.142	0.138	0.058	2.450	0.014

The second hypothesis (H2) is confirmed, showing that Perceived Organizational Support positively affects Job Satisfaction, demonstrated by T statistics greater than the T table value ($2.179 > 1.96$) and a P-value of 0.029. This aligns with the findings of Bernarto et al. (2020) and To and Huang (2022), which support the significant influence of Perceived Organizational Support on Job Satisfaction. In the context of the current study, prior testing validates the acceptance of the second hypothesis (H2), indicated by the T statistics exceeding the T-table value ($2.179 > 1.96$) and a P-value of 0.029, which is below the standard 0.05 threshold. Consequently, hypothesis 2 is confirmed. The level of support perceived by all employees is notably positive. This perception is reflected in the mean score of 3.93 for the job condition dimension under perceived organizational support, as indicated by prior analysis. Every employee at the digital agency discussed in this research perceives beneficial support, particularly in the adequacy of technological facilities that bolster their work.

Digital agencies, given their emphasis on technology-based products and software, recognize that providing suitable work facilities is critical to achieving quality outcomes. This is exemplified by a mean score of 3.89 for item POS4 on Perceived Organizational Support. Despite implementing a hybrid work system, the company ensures that workplace comfort and cleanliness are upheld for those employees who spend time in the office. Satisfaction with working conditions contributes to enhanced job satisfaction among employees. The findings of this study are in line with Bernarto, Bachtiar, and Nurpatricia's (2020) research titled "The Effect of Transformational Leadership, Perceived Organizational Support, Job Satisfaction Toward Life Satisfaction: Evidence from Indonesian Teachers," which found a significant impact of perceived organizational support on job satisfaction. Moreover, supporting research by To and Huang (2022) identifies a substantial effect of Perceived Organizational Support on job satisfaction among employees in Macao's gaming industry during the COVID-19 pandemic. Supportive work environments, equitable treatment, and superior support positively affect job satisfaction.

Hypothesis three (H3) is supported, revealing that Organizational Climate positively impacts Motivation, substantiated by T statistics well above the threshold ($3.782 > 1.96$) and a P-value of 0.000. The findings from the prior testing within this study confirm the acceptance of the third hypothesis (H3), as it surpasses the benchmark with T statistics of 3.782 against the T-table value of 1.96 and a P-value conclusively at 0.000, which is well below the 0.05 standard. Establishing an organizational climate amidst the hybrid work model has been found to elevate employee motivation. It fosters a work environment where individuals are motivated by an internal drive and granted the liberty to take the initiative in a high-quality and unrestricted manner, enabling them to fulfill their job roles without undue pressure. The analysis of mean scores from earlier tests reveals that OC2 and OC3, with values of 3.97 and 3.82, respectively, exemplify the supportive and warm interactions among colleagues and between employees and their superiors. Such a congenial atmosphere is conducive to boosting motivation as it ensures employees receive constructive feedback on their performance, which is crucial for meeting their objectives. Employees who are at ease in communicating with their peers and supervisors and who can seek feedback about their work tend to be more motivated, as reflected by the highest mean score of 3.82 on the Motivation variable (M1). Additionally, the data indicate a significant proportion of employees (26.32%) with less than one year of tenure, suggesting that the currently perceived Organizational Climate is a pivotal factor in influencing employees' decisions regarding their long-term commitments to the company. The study's outcomes are consistent with the findings of Marpaung's 2021 study, which also highlighted a significant influence of the organizational climate on enhancing employee motivation.

The fourth hypothesis (H4) also stands validated, indicating that Perceived Organizational Support enhances Motivation. The evidence is in the T statistics ($4.318 > 1.96$) with a P-value of 0.000. This result corresponds with Imtiaz et al. (2018), who observed that Organizational Support could increase motivation among pharmaceutical workers in Lahore, Pakistan. The data from this study provide robust support for the fourth hypothesis, which posits that Perceived Organizational Support (POS) motivates employees. This is confirmed by the T statistical value surpassing the T table threshold ($4.318 > 1.96$) and a definitive P-value of 0.000, well below the 0.05 limit, affirming

the hypothesis. Thus, it is concluded that Perceived Organizational Support is a catalyst for enhancing employee work motivation. The previous analysis reveals that the Supervisory Support dimension scored a high mean of 3.86, illustrating that motivation from supervisors directly influences the achievement of individual targets. This direct support is quantified by a mean score of 3.75 for POS6. Beyond mere motivation, supervisory support encompasses direct and technical assistance to employees. Further, the recognition and commendation for work accomplished are deemed satisfactory, reflected in a high categorization of the mean score of 3.92 for POS9. These findings are consistent with research by Imtiaz et al. (2018), which observed that perceived corporate support could significantly enhance the motivation of pharmaceutical workers in Lahore, Pakistan.

Hypothesis five (H5) posits that Motivation has a direct positive effect on Job Satisfaction. This hypothesis is confirmed by T statistics ($2.648 > 1.96$) and a P-value of 0.008. Consistency is found in the study by Fakhri et al. (2021), which also concluded that motivation is a key determinant of employee satisfaction. The findings within this study robustly support the fifth hypothesis, affirming that Motivation has a considerable impact on Job Satisfaction. The assertion is substantiated by a T statistical value that exceeds the T Table ($2.648 > 1.96$) and a P-value of 0.008, which falls below the 0.05 threshold. Motivation is depicted as a pivotal force propelling digital agency workers toward job satisfaction. Enhanced employee motivation arises when they perceive their ability to make a meaningful impact and contribution within the organization's milieu, fostering a sense of belonging within the company. This aspect is reflected in the high mean score of 3.43 for M3 on the Motivation scale. Job satisfaction is also mirrored through an individual's status within the organization, underscoring the opportunity to assist others and exert a positive influence, thereby reinforcing their sense of involvement and significance. This effect is represented by the mean score of 3.87 for JS9 on Job Satisfaction. The discussion herein aligns with the findings from the research conducted by Fakhri et al. (2021), titled "The Effect of Organizational Culture and Work Motivation on Employee Job Satisfaction." This research corroborates that employee satisfaction is indeed modulated by motivational factors.

The sixth hypothesis (H6) suggests that Motivation mediates the effect of Organizational Climate on Job Satisfaction. The acceptance of this hypothesis is evident through T statistics ($1.972 > 1.96$) and a P-value of 0.049, paralleling the findings of Marpaung's 2021 study. The results from the current analysis provide substantial evidence to support the sixth hypothesis, which posits that Motivation is a mediating factor between Organizational Climate and Job Satisfaction. The significance of this relationship is established by the T statistical value, which exceeds the T-table ($1.972 > 1.96$), along with a P-value of 0.049, just under the 0.05 benchmark. Within the digital agency companies examined, the 'Warm' dimension of Organizational Climate stands out, scoring the highest mean of 3.89, indicating a strong, positive workplace environment that fosters collegial relationships. This warmth within the organization is pivotal, as it spurs motivation among employees to make meaningful contributions, as evidenced by the high Motivation mean score of 3.43. This favorable organizational climate creates a sense of satisfaction in the job, which is attributed to the lack of barriers among colleagues, promoting a feeling of unity and belonging within the company. The condition is quantified by a notable mean score of 3.87 for JS8 on Job Satisfaction, suggesting that employees appreciate their role and status within the company. The study indicates that organizational climate indirectly affects job satisfaction, with motivation acting as the intermediary, which aligns with Marpaung's 2021 research findings.

Finally, the seventh hypothesis (H7) is upheld, demonstrating that Motivation can mediate the influence of Perceived Organizational Support on Job Satisfaction, as shown by T statistics ($2.450 > 1.96$) with a P-value of 0.014. This supports the conclusions drawn by Imtiaz et al. (2018) regarding the mediating role of Perceived Organizational Support in Job Satisfaction. The seventh hypothesis of this investigation holds significance, asserting that Motivation serves as an intermediary in the relationship between Perceived Organizational Support and Job Satisfaction. This hypothesis is verified by T statistics that exceed the T table ($2.450 > 1.96$) coupled with a P-value of 0.014, thus affirming the hypothesis. The study's earlier mean score indicates that Perceived Organizational Support stands at 3.88, deemed high. It reflects how employees perceive

the support extended by the company, which encompasses both direct and indirect forms of assistance. This support system, including task assistance, conducive working conditions, equitable treatment by superiors, and the assurance of rewards, contributes to a strong sense of Perceived Organizational Support among employees within the digital agency setting. The positive Organizational Support perceived contributes significantly to enhancing workers' motivation, as it ensures a comfortable work environment, leading to sustained job satisfaction over time. This linkage is apparent in the high overall mean score for motivation, which is 3.58. Particularly, the mean score of 3.82 in the Motivation dimension (M1) underscores employees' critical importance on performance evaluations to meet their targets. Implementing supportive policies has translated into tangible benefits and fostered job satisfaction, reflected in a high mean score of 3.67 for Job Satisfaction. The dimension of 'Work Itself' in Job Satisfaction, with a mean score of 3.71, further demonstrates high satisfaction levels. The support employees receive is perceptible in the mean score of 3.70 for JS9, indicating how employees value their accomplishments at work. This study's findings align with the work of Imtiaz et al. (2018), which explored the mediating role of Perceived Organizational Support in Job Satisfaction. This body of research collectively underscores the profound impact of organizational support on an employee's motivational state and job satisfaction.

CONCLUSION

Drawing on the conclusions of the study, it is evident that job satisfaction in digital agencies is fostered by a range of factors, including perceived organizational support and organizational climate, alongside various motivational influences. The research highlighted that organizational climate directly impacts motivation and job satisfaction. Furthermore, creating a positive organizational climate is greatly influenced by the quality of interpersonal relationships among coworkers. Additionally, the findings suggest that perceived organizational support directly enhances motivation and job satisfaction, providing clear pathways for improving workplace environments. Effective job conditions and management's equitable management style are essential in fostering perceived organizational support, marked by fairness and supportive work settings. The bolstering of an employee's motivation significantly depends on the supervisory support they receive in evaluating their work performance and achieving personal objectives. This research highlights the pivotal role of motivation in enhancing job satisfaction, acting as a bridge between organizational climate and job satisfaction, as well as between perceived organizational support and job satisfaction. Within digital agencies, job satisfaction manifests as employees feeling fulfilled in utilizing their full potential, acknowledging their status within the company, and having substantial organizational backing.

In this study, the author emphasizes future research agenda on the importance of considering a range of external factors when examining job satisfaction. These factors include personality traits like conscientiousness, openness, and extraversion, which have been linked to higher job satisfaction due to their influence on how individuals interact with their work environment. Additionally, economic conditions such as recessions and industry-specific challenges like technological or regulatory changes are crucial as they significantly impact employees' perceptions of job security and satisfaction. The study suggests that extroverted individuals might enjoy enhanced job satisfaction through rewarding social interactions at work. At the same time, adverse economic conditions could lead to lower job satisfaction due to increased job insecurity and stress. Specific industry challenges unique to an industry, such as technological changes in IT or regulatory changes in healthcare, can impact job satisfaction by altering workloads, roles, or security.

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Appendix 1. Analysis of Mean Score and Overall Mean Score

Organizational Climate (OC)

No	Statement	Mean Score
Warm		
1	A relaxed, easy-going working climate characterizes this company.	3.89
2	A friendly atmosphere prevails among the people in the company.	3.97
3	There is much warmth in the relationships between management and workers in this company.	3.82
Total Mean Score Warm		11.68
Overall Mean Score Warm		3.89
Standards		
4	Our management believes the work that has been done exceeds the expected performance.	3.37
5	Management believes that if the employees are happy, work excellence will take care of itself.	3.51
Total Mean Score Standards		6.88
Overall Mean Score Standards		3.44
Structure		
6	In this company, who has the formal authority to decide sometimes needs to be clarified.	3.24
7	We are encouraged to develop quality initiatives, even if it means disagreeing with our management.	3.70
Total Mean Score Structure		6.93
Overall Mean Score Structure		3.47
Total Mean Score Organizational Climate		25.50
Overall Mean Score Organizational Climate		3.64

Perceived Organizational Support (POS)

No	Statement	Mean Score
Fairness		
	This company provides fair treatment according to what each employee does.	3.72
2	This company provides attention without distinguishing between female and male employees.	4.22
3	This company provides equal opportunities for employees to get promoted.	3.71
Total Mean Score Fairness		11.66
Overall Mean Score Fairness		3.89
Job Condition		
4	This company provides employees access to the internet or the latest information and communication technology.	3.89
5	This company provides cleanliness in the workplace.	3.97
Total Mean Score Job Condition		7.87
Overall Mean Score Job Condition		3.93
Supervisory Support		
6	Company leaders (superiors) motivate and support employees to complete tasks.	3.75
7	Company leaders (superiors) are objective in solving employee problems.	4.01
8	In this company, the company's leaders (superiors) are fighting to improve employee welfare.	3.83
Total Mean Score Supervisory Support		11.59
Overall Mean Score Supervisory Support		3.86
Recognize Achievements		
9	This company gives praise for employee achievements.	3.92
10	This company organizes colleagues to support each other.	3.99
11	This company gives awards through publications and socialization of employee achievements.	3.62
Total Mean Score Recognize Achievements		11.53
Overall Mean Score Recognize Achievements		3.84
Total Mean Score Perceived Organizational Support		42.64
Overall Mean Score Perceived Organizational Support		3.88

Motivation (M)

No	Statement	Mean Score
Motivation		
1	I need evaluation from leaders (superiors) in completing a task.	3.82
2	I have a realistic perspective attitude towards risk.	3.79
3	I tend to influence and impact my surroundings in the company.	3.43
4	I feel a strong desire to lead in this company.	3.39
5	I can work well in customer-facing and people-facing roles.	3.47
Total Mean Score Motivation		17.91
Overall Mean Score Motivation		3.58

Job Satisfaction (JS)

No	Statement	Mean Score
Work Itself		
1	I have the chance to do something that utilizes or uses my abilities.	3.75
2	I have the freedom to use my judgment.	3.66
3	I have the chance to try my methods of doing the job.	3.79
4	I fit in the way my co-workers get along with each other.	3.64
5	I feel a sense of accomplishment I get from the job.	3.70
Total Mean Score Work Itself		18.54
Overall Mean Score Work Itself		3.71
Skill Variety		
6	I have the chance to work alone on the job.	3.51
7	I have the chance to do different things from time to time.	3.59
Total Mean Score Skill Variety		7.11
Overall Mean Score Skill Variety		3.55
Job status		
8	I have the chance to do something for co-workers.	3.87
9	The way my job provides steady employment.	3.50
Total Mean Score Job Status		7.37
Overall Mean Score Job Status		3.68
Total Mean Score Job Satisfaction		33.01
Overall Mean Score Job Satisfaction		3.67