The Influence Of Workload, Work Environment And Family Harmony On Job Satisfaction With Style Leadership As Moderating Case Study At The Regional Government Secretariat Anambas Islands District

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ABSTRACT

There are different opinions about the relationship between work environment workload and family harmony and leadership style on the level of job satisfaction. This quantitative research aims to analyze the influence of work environment workload with moderating leadership style at the Anambas Islands Regency Regional Secretariat. It was concluded that workload had a significant direct effect on job satisfaction, work environment and work-family harmony did not have a significant direct effect on job satisfaction. Then leadership style does not moderate the effect of workload on job satisfaction in the Moderation Predictor category. However, leadership style does not moderate the influence of environment and family harmony on satisfaction in the Potential Moderation category. It is recommended for leadership elements in the Anambas Regency Government to conduct a survey of employee job satisfaction, create a program of friendship activities between employees and their families, and increase their role in adjusting the workload and work environment aimed at increasing employee job satisfaction and allocating a budget for friendship activities between employees with the employee's family.

Keywords: Workload, Leadership style Satisfaction, Harmony, Work Environment

INTRODUCTION

Every employee who works in an agency has a different background and goals and these differences trigger different characters, but in general employees have hopes of getting satisfaction at work. There are different opinions about family harmony, workload and work environment influence on the level of job satisfaction and the phenomenon that occurs is found that the level of workload, work environment and job satisfaction can be influenced by the policies of the leadership elements in an agency, but there are also those who argue that the style leadership or

The attitude tendencies of leadership elements have no effect on job satisfaction.

The aims of this research are:

1) To analyze the effect of workload on job satisfaction at the Regional Secretary. Regency. Anambas Islands?

2) To analyze the influence of the work environment on job satisfaction at the Regional Secretary. Regency. Anambas Islands?

3) To analyze the influence of family harmony on the job satisfaction of the Regional Secretary. Regency. Anambas Islands?

4) To analyze the influence of leadership style moderating the influence of workload on job satisfaction at the Regional Secretary. Regency. Anambas Islands?

5) To analyze the effect of leadership style moderating the influence of the environment on job satisfaction at the Regional Secretary. Regency. Anambas Islands?

6) To analyze the influence of leadership style moderating the influence of family harmony on the job satisfaction of the Regional Secretary. Regency. Anambas Islands?

STUDY OF THEORY AND METHODS

Job Satisfaction

Opinion from Harahap & Tirtayasa (2020). Job satisfaction is a pleasant emotional situation or vice versa, in which employees view their work. Opinion from Rambi, et al (2020) Job satisfaction is related to responses to everything related to a job. According to Pio and Tampi (2018) job satisfaction is the employee's view of the workplace related to emotions, as a result of motivation. Meanwhile, according to Jopanda (2021) job satisfaction is the behavior and feelings of employees, employees or workers regarding the work carried out, the work environment of the rewards or rewards received and the assessment of the consequences of the work. From Arfattola (2020) concluded that job satisfaction is a person's attitude towards work that is enjoyable and a person's hope for the rewards they receive from the work they do. Job satisfaction in this research is defined as a pleasant feeling or not or an emotional state related to the work of employees within the Anambas District Government Regional Secretary.

In terms of job satisfaction, several researchers have concluded, including Aruan & Fakri (2015), that partially the work environment has a positive and significant influence on employee job satisfaction. Rohman (2017) and Pio & Tampi (2018) Leadership style has a significant positive effect on employee job satisfaction. Wijaya (2018) and Safitri & Astutik (2019). Workload has a negative and significant effect on Job Satisfaction. Fuadiputra & Novianti (2020) argue that workload and work-life balance have no significant effect on job satisfaction. Meanwhile, according to Munandar, et al (2019). Workload and work environment have a positive and significant effect on job satisfaction. Meanwhile, Irma & Yusuf (2020) and Taheri, et all (2020). Argues that there is an effect of the work environment on employee job satisfaction. Then Purwanto (2021) believes that family feuds have a negative and significant effect on job satisfaction. Arfattola (2020) Transformational leadership style has a positive and significant effect on job satisfaction. Ekowati, et all (2021). Workload has no personal effect on job satisfaction. Ilham & Ismail (2022). Harmony in life and work area influences job

satisfaction. From these findings, it is generally shown that job satisfaction is influenced, among other things, by workload, work environment, family harmony and leadership style.

Referring to Jopanda (2021). Indicators of job satisfaction include; turnover, level of absenteeism, age, level of employment, and size of company organization. Busro (2018) believes that indicators of job satisfaction are: 1) work correlation of harmony in two-way interaction between subordinates and superiors, openness and transparency. 2) The willingness to complete tasks consists of the ability to complete tasks, satisfaction in completing tasks and skills in making decisions. Based on these theories, this research concludes that the indicators of job satisfaction are: 1) Appropriateness of honorarium. 2) The job itself, namely the employee's preference for the job given. 3) Colleague support. 4) Opportunity for promotion. 5) Supervision that is appropriate to employee conditions and work.

Workload

According to Vanchapo (2020) Workload is an activity that must be completed by workers within a certain time period. According to Monika (2018) workload is something that is completed from a job or position within a certain period of time. It can be concluded that the workload in this research is the task or effort that must be carried out by employees within the Regional Secretary of the Anambas Regency Government based on a work request to be completed within a certain time duration. According to Arika (2016) workload indicators are; 1) External factors such as physical and mental tasks. 2) Internal factors such as somatic factors and psychological factors. In research, indicators for measuring workload are 1) Emotional. 2) Additional burden 3) Physical burden . 4) Mental load. 5) Work system and 6) *Somatic* ,

Work Environment

According to Netisemito (2017) The work environment is everything around the work and can influence an employee in carrying out their duties. Robbins (2016) argues that the work environment is forces outside the organization that have the potential to influence organizational performance. According to Sedarmayanti (2015) The work environment is the tools, materials and methods and arrangements that exist in the surrounding environment where a person is working which can influence the implementation of work. It can be concluded that the work environment in this research is the environment at the Regional Secretary of the Anambas Regency Government whose presence in the workplace can influence employees in carrying out the tasks assigned to them.

According to Robbins in Sedarmayanti (2017) work environment indicators are: 1) Lighting in the work space 2) Air circulation in the work space. 3) Noise. 4) Use of color 5) Air humidity. 6) Facilities. Meanwhile, according to Netisemito (2017:59) the work environment indicators are: Work atmosphere. 2) Relationships with co-workers 3) Availability of work facilities. It can be concluded that the indicators for measuring the work environment in this research are in the area of the Regional Secretary of the Anambas Regency Government which includes: 1) Noise level from inside the work space. 2) Noise level from outside the work space. 3) Lighting in the work space. 3) Lighting fixtures. 4) Air circulation in the work space. 5) Use of color decoration. 6) Layout of the work space. &) Air humidity. 8) Work facilities. 9) Work atmosphere. 10) Work relationships. 11) Security.

Family Harmony

According to Endriani (2020). A harmonious family is a situation where all family members are complete, not divorced, have mutual understanding, have the same views, are aware of each other's strengths and weaknesses. According to Pahlawati (2019), a harmonious family is a family that is harmonious, happy, satisfied with the situation, able to deal with problems wisely so as to create a sense of security, accepting the strengths and weaknesses of the partner, respecting each other's adjustments well. It can be concluded that family harmony in this research is the family harmony of employees within the Anambas District Government Secretary. who have complete family members, mutual understanding, the same views, are aware of each other's strengths and weaknesses and make adjustments well. According to Endriani (2020), indicators of family harmony are understanding, rights and obligations, support, attitudes, affection and closeness . In this research, it was concluded that the indicators of family harmony are 1) A sense of security, namely feeling safe within the scope of my family. 2) Jealousy, namely feeling jealous of family members, especially partners. 3) Understanding family members. 4) Revenge, that is, family members do not hold grudges against other family members. 5) My family members carry out their obligations and obtain their rights. 6) Support, namely my family members support each other in fulfilling work activities. 7) Ego, that is, no family member is selfish. 8) Attitudes and actions, namely family members do not act to win alone. 9) There is no quarrel in my family. 10) Familiarity, namely the nuclear family environment where there is familiarity with each other

Leadership Style

According to Rambi, et al (2020) Leadership is a person's way of developing, guiding, directing and moving other people, to achieve set goals. According to Jopanda (2021). Leadership style is a pattern of behavior played by a leader to influence other people effectively. According to Rizky (2022). Leadership style is the ability of someone who has a process by considering various functions to control future problems. From the theories above, it can be concluded that leadership style is the style of the leadership elements within the Anambas District Government Secretary in developing, guiding, directing and mobilizing employees to achieve the set goals.

Rohman (2017). Indicators of leadership style are support for employees, leader's tolerance for risk, employee remuneration criteria, and division of workload. Referring to this theory, it can be concluded that the indicators for measuring leadership style in this research are: 1) Established wage criteria. 2) Suitability of the distribution of workload determined. 3) Visionary, namely direction by the leader. 4) Leadership guidance. 5) Affiliated, namely the leader's ability to manage conflict 6) Democratic, namely the leadership's respect for employee potential. 7) Communicative, namely vertical and horizontal communication. 8) Tolerance that is leader's tolerance for existing risks

Method

This type of associative causal research aims to determine the influence between variables using a quantitative approach. Then explain the relationships that influence and are influenced by the variables studied. With the research model as Figure 1 below;
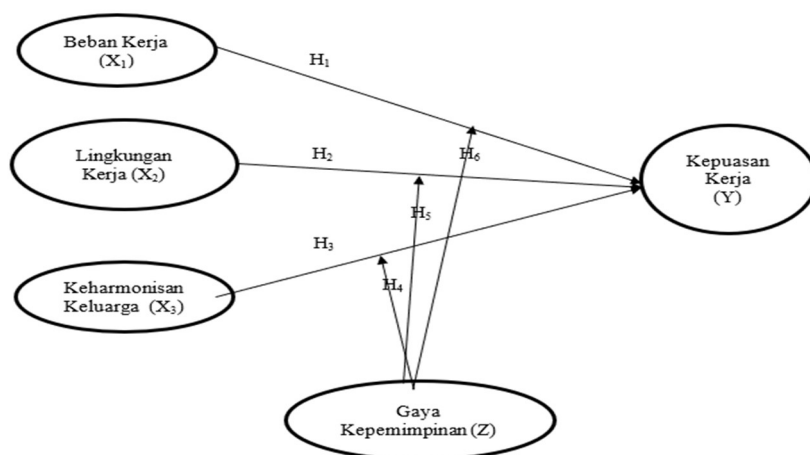

Figure 1 Conceptual Framework

Population, Sample, Sample Size, and Sampling

According to Duryadi, (2021). Population is the totality of characteristics that are subjects or objects of research in one area that fulfill certain requirements for the research problem. The sample is part of the characteristics that describe the population and for sampling, certain criteria (*purposive* sampling) can be used (Sugiyono, 2019). The population of this study was all employees at the Anambas Islands Regency Regional Secretariat who were married, totaling 318 employees. Then using sampling, *Purposive* Sampling was used with criteria, namely, from the entire existing population (318 employees), then employees were selected with the criteria of having worked for more than one year and were married. Only 295 employees met the criteria, then from the 295 employees were selected again with The criteria for occupying staff positions, the highest being section or functional heads, was found to be 175 employees who met the criteria, so these 175 employees were used as samples in this study.

Data Collection Procedures

Primary data is collected using a written question format equipped with a column where respondents will write answers to statements directed to them or called a Questionnaire. (Sugiyono, 2019)

Data Analysis Techniques

(Partial Least Square) analysis were chosen because they are simpler but still accurate. (Duryadi, 2021).

RESULTS AND DISCUSSION

Profile of the Regional Secretariat of the Anambas Islands Regency Government Secretariat

The regional secretariat of the Anambas Islands Regency Government is the secretariat of the Regional Government located in the Riau Islands Province, Indonesia. The capital is Tarempa. This district has 10 sub-districts, 2 sub-districts and 52 villages

Research Sample Demographics

Respondent demographics are a description of the 175 respondents in the sample, differentiated by age group, gender, education and position. The following is a description of the demographics of the respondents sampled based on age group, there are 74% aged under 25 years and 26% aged >26 years . Based on gender, 60% are female and 40% are male. Based

on the latest education, there are 1% of respondents with an elementary school education, 54% with a high school/equivalent level, 42% with a diploma/bachelor's degree, while 3% with a master's/doctoral education background. Based on position, there were respondents at the Honorary Staff or ASN Staff level as much as 98%, Section/Functional Heads (Kasi) as much as 2%.

Validity Test Results

According to Duryadi (2021). For testing using the smart PLS application, if the variable has a value greater than 0.7 it can be said to meet the criterion of convergent validity and if the value is 0.5, it can be tolerated if the construct validity and reliability are green. After carrying out several stages of testing using the smart PLS application by removing the smallest validity value below 0.5, namely X1.1, X2.1,
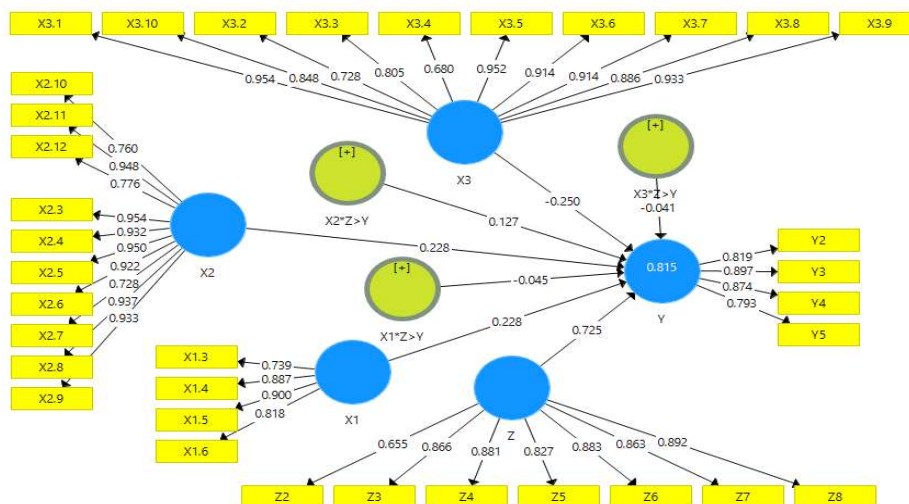

Figure 2 Advanced Stage Outer Model Test Results

The image above shows that almost all variables have values > 0.7 and some are still below 07 but above 0.5, namely Z2 and X3.4. Then to output the outer loading values in tabular form, you can see the following table:

Table 1 Advanced Stage *Outer Loading Values*

	X1	X1*Z>Y	X2	X2*Z>Y	X3	X3*Z>Y	Y	Z
X1*Z		1,023						
X1.3	0.739							
X1.4	0.887							
X1.5	0.900							
X1.6	0.818							
X2 * Z				1.069				
X2.10			0.760					

X2.11			0.948				
X2.12			0.776				
X2.3			0.954				
X2.4			0.932				
X2.5			0.950				
X2.6			0.922				
X2.7			0.728				
X2.8			0.937				
X2.9			0.933				
X3 * Z					1.069		
X3.1				0.954			
X3.10				0.848			
X3.2				0.728			
X3.3				0.805			
X3.4				0.680			
X3.5				0.952			
X3.6				0.914			
X3.7				0.914			
X3.8				0.886			
X3.9				0.933			
Y2						0.819	
Y3						0.897	
Y4						0.874	
Y5						0.793	
Z2							0.655
Z3							0.866
Z4							0.881
Z5							0.827
Z6							0.883
Z7							0.863
Z8							0.892

In the table above it is shown that, Almost all of the output outer loading values produced are worth more than 0.7 and are green, but there are still some that are below 07 (red), namely Z2 and X3.4. It can be concluded temporarily that all items are declared valid or all indicators can be used if. (Duryadi, 2021). Then, to see the *construct reliability* and validity values, you can see the following table:

Table 2 Construct Reliability and Validity Advanced Stage

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.858	0.872	0.904	0.703

X1*Z> Y	1,000	1,000	1,000	1,000
X2	0.969	0.989	0.974	0.789
X2*Z> Y	1,000	1,000	1,000	1,000
X3	0.962	0.990	0.967	0.750
X3*Z> Y	1,000	1,000	1,000	1,000
Y	0.868	0.879	0.910	0.717
Z	0.930	0.942	0.944	0.709

In the table above it is shown that the item values produced by the constructs of workload (X1), work environment (X2), family harmony (X3, leadership style (Z) and job satisfaction (Y) do not meet the convergent validity standard values because there are still is less than 0.7 and is declared not valid so it needs to be discarded and repeated measurements (Duryadi, 2021).

Then the results of the Discriminant Validity test by looking at the factor cross loading values are useful for finding out whether the construct has adequate discriminants, provided that the loading value for the intended construct is greater than the other values and the standard value for each construct is greater than 0.7. can be seen in the following table

Table 3 *Cross Loading Values*

	X1	X1*Z> Y	X2	X2*Z>Y	X3	X3*Z> Y	Y	Z
X1*Z	-0.367	1,000	-0.111	0.127	-0.113	0.127	-0.401	-0.410
X1.3	0.738	-0.276	0.110	-0.131	0.116	-0.116	0.499	0.473
X1.4	0.887	-0.381	0.171	-0.153	0.196	-0.152	0.660	0.694
X1.5	0.900	-0.307	0.123	-0.062	0.125	-0.057	0.654	0.586
X1.6	0.818	-0.258	0.019	-0.026	-0.011	-0.048	0.575	0.496
X2 * Z	-0.110	0.127	-0.156	1,000	-0.217	0.958	0.005	-0.092
X2.10	0.139	-0.048	0.759	-0.080	0.671	-0.127	0.112	0.135
X2.11	0.145	-0.136	0.948	-0.122	0.912	-0.180	0.203	0.248
X2.12	0.026	-0.147	0.775	-0.088	0.714	-0.140	0.132	0.177
X2.3	0.139	-0.117	0.954	-0.180	0.908	-0.240	0.170	0.204
X2.4	0.134	-0.139	0.932	-0.184	0.902	-0.242	0.173	0.192
X2.5	0.115	-0.124	0.950	-0.149	0.910	-0.212	0.161	0.198
X2.6	0.116	-0.116	0.922	-0.170	0.897	-0.234	0.134	0.204
X2.7	0.138	-0.017	0.728	-0.118	0.638	-0.164	0.100	0.134
X2.8	0.100	-0.028	0.937	-0.132	0.893	-0.159	0.127	0.171
X2.9	0.073	-0.037	0.933	-0.146	0.907	-0.186	0.097	0.145

	X1	X1*Z> Y	X2	X2*Z>Y	X3	X3*Z> Y	Y	Z

X3 * Z	-0.111	0.127	-0.216	0.958	-0.254	1.000	0.002	-0.080
X3.1	0.131	-0.130	0.937	-0.175	0.955	-0.218	0.165	0.241
X3.10	0.091	0.000	0.809	-0.216	0.854	-0.234	0.099	0.145
X3.3	0.072	-0.159	0.734	-0.152	0.798	-0.183	0.103	0.178
X3.5	0.178	-0.116	0.895	-0.246	0.961	-0.269	0.196	0.287
X3.6	0.110	-0.097	0.862	-0.214	0.924	-0.252	0.128	0.180
X3.7	0.109	-0.121	0.872	-0.185	0.924	-0.213	0.164	0.203
X3.8	0.124	-0.093	0.863	-0.224	0.888	-0.271	0.159	0.245
X3.9	0.087	-0.075	0.885	-0.145	0.940	-0.186	0.124	0.188
Y2	0.606	-0.252	0.157	0.049	0.168	0.060	0.820	0.750
Y3	0.637	-0.332	0.139	0.019	0.127	0.004	0.897	0.744
Y4	0.632	-0.424	0.159	-0.110	0.167	-0.111	0.875	0.868
Y5	0.545	-0.343	0.099	0.093	0.078	0.084	0.792	0.585
Z3	0.678	-0.358	0.244	-0.056	0.257	-0.062	0.830	0.854
Z4	0.557	-0.276	0.185	-0.050	0.212	-0.027	0.770	0.882
Z5	0.453	-0.313	0.195	-0.064	0.213	-0.061	0.636	0.833
Z6	0.522	-0.316	0.163	-0.057	0.193	-0.044	0.744	0.894
Z7	0.647	-0.457	0.124	-0.136	0.158	-0.121	0.815	0.873
Z8	0.653	-0.414	0.189	-0.111	0.215	-0.100	0.791	0.901

As shown in the table above, the loading value of the intended construct is greater than the other values and the standard value for each construct is greater than 0.7. So it shows that all the manifest variables chosen are valid and can explain the latent variables. (Duryadi, 2021)

Reliability Test

Hasil output uji Composite Reliability dapat dilihat pada tabel berikut:

Tabel 4 *Construct Reliability and Validity*

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.858	0.872	0.904	0.703
X1*Z>Y	1.000	1.000	1.000	1.000
X2	0.969	0.989	0.974	0.789
X2*Z>Y	1.000	1.000	1.000	1.000
X3	0.969	0.990	0.974	0.822
X3*Z>Y	1.000	1.000	1.000	1.000
Y	0.868	0.880	0.910	0.717
Z	0.938	0.941	0.951	0.763

In the table above, it is shown that all variable values in reliability testing, both Cronbach's Alpha and composite reliability, have values above 0.7, and AVE has values above 0.5. So it

is concluded that the variables tested are valid and reliable, so that structural model testing can be carried out. (Duryadi, 2021)

Results of Inferential Analysis with Structural Models (Inner Models)

The R Square value or Determinant Coefficient (the magnitude of the influence) and Q2 Predictive Relevance or how good the observation value is can be seen in the following table:

Table 5 R Square

	R Square	R Square Adjusted
Job Satisfaction (Y)	0.817	0.809

The table shows that the R-Squares value of customer satisfaction is 0.817, this value shows that the workload, work environment and family harmony variables are moderated by the leadership style explaining or influencing the job satisfaction variable of 0.817, this value shows that the workload, work environment and harmony variables family moderated by leadership style explains or influences the job satisfaction variable by 8.17%, and the remainder is influenced by other variables outside the variables in this study. Then, the goodness of the model can be seen in the following table:

Table 6 Model Fit/Goodness of Model (NFI Value)

	Saturated Model	Estimated Model
SRMR	0.058	0.058
d_ULS	1.750	1.750
d_G	2.239	2.238
Chi-Square	1629.341	1628.737
NFI	0.794	0.794

From this data, it shows that the NFI value is 0.794 or reaches more than 0.67, so it can be concluded that the goodness of the model is strong. So after going through the conditions above, it can be concluded that the model can be continued with the next test, namely hypothesis testing. According to Duryadi (2021). If the correlation coefficient value of variable The results of the Path Coefficient test with Bootstrapping can be seen in the following table:

Table 7 *Path Coefficient* (Path Coefficient)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values

X1 -> Y	0.217	0.214	0.065	3,356	0.001
X1*Z>Y -> Y	-0.030	-0.028	0.038	0.788	0.431
X2 -> Y	0.152	0.149	0.103	1,479	0.140
X2*Z>Y -> Y	0.149	0.133	0.103	1,448	0.148
X3 -> Y	-0.173	-0.166	0.099	1,746	0.081
X3*Z>Y -> Y	-0.070	-0.058	0.102	0.682	0.496
Z -> Y	0.738	0.743	0.059	12,564	0,000

From the data above, data is obtained that all original sample values are negative and positive. The value of the influence of Workload (X1) in the moderation of Leadership Style (Z) on Job Satisfaction (Y) is -0.030, the value of the influence of the Work Environment (X2) in the moderation of Leadership Style (M) on Job Satisfaction (Y) is worth 0.149 and the value of the influence of Harmony Family (X3) is moderated by Leadership Style (Z) on Job Satisfaction (Y) of -0.070. Then the next step in the discussion chapter is carried out, namely to prove and discuss the hypothesis by comparing the statistical T value and P value

Discussion

The correlation coefficient value of workload directly on job satisfaction is with a T-Statistic value of 3.177 and a P-Value value of 0.002. With a T-statistic value of 3.177 it means more than (>1.96) and a P-Value value of 0.002 means less than (<0.05), then it is significant. Shows that workload directly has a significant effect on job satisfaction, has a positive value.

The correlation coefficient value of the work environment directly on job satisfaction with a T-Statistic value of 1.537 and a P-Value value of 0.125. With a T-statistical value of 1.537, it means less than (<1.96) and a P-Value value of 0.125 means more than (>0.05), then it is not significant. Shows that the work environment does not directly have a significant effect on job satisfaction, has a positive value.

The correlation coefficient value of family harmony directly on job satisfaction is with a T-Statistic value of 1.817 and a P-Value value of 0.070. With a T-statistic value of 1.817 it means less than (<1.96) and a P-Value value of 0.070 means more than (>0.05), then it is not significant. Shows that family harmony does not directly have a significant effect on job satisfaction, has a positive value.

The workload correlation coefficient value shows that there is a significant direct relationship to job satisfaction. Then the workload value on job satisfaction through leadership style moderation with a T statistic of 0.751 and a P-Value value of 0.453. With a T-Statistic of 0.751 it means less than (<1.96) and a P-Value value of 0.453 means more than (>0.05) , shows

not significant. So from these two conditions it can also be interpreted that leadership style does not moderate the influence of workload on job satisfaction at the Anambas Islands Regency Regional Secretariat, including the Moderation Predictor.

The work environment correlation coefficient value shows that there is no significant direct relationship to job satisfaction. Then the value of the work environment on job satisfaction through leadership style moderation with a T statistic of 1.396 and a P-Value of 0.163. With a T-Statistic of 1.396 meaning less than (<1.96) and a P-Value value of 0.163 meaning more than (>0.05), it is not significant. So from these two conditions it can also be interpreted that the leadership style does not moderate the work environment on job satisfaction at the Anambas Islands Regency Regional Secretariat, including Potential Moderation.

The correlation coefficient value for family harmony shows that there is no significant direct relationship to job satisfaction. Then family harmony influences job satisfaction through leadership style moderation with a T statistic of 0.665 and a P-Value of 0.507. With a T-Statistic of 0.665 meaning less than (<1.96) and a P-Value value of 0.507 meaning more than (>0.05), it is not significant. So from these two conditions it can also be interpreted that leadership style does not moderate the influence of family harmony on job satisfaction at the Anambas Islands Regency Regional Secretariat, including Potential Moderation.

CONCLUSION

From the results of research and discussion on the influence of workload, work environment and family harmony on job satisfaction with a moderating leadership style in the regional secretariat of the Anambas Islands district government. It was concluded that:

1) Workload has a direct and significant positive effect on job satisfaction at the Anambas Islands Regency Regional Secretariat.

2) The work environment does not have a direct and significant effect on job satisfaction at the Anambas Islands Regency Regional Secretariat in a positive way.

3) Family harmony does not have a direct and significant effect on job satisfaction at the Anambas Islands Regency Regional Secretariat in a positive way.

4) Leadership style does not moderate the influence of workload on job satisfaction at the Anambas Islands Regency Regional Secretariat, including in the Moderation Predictor category.

5) Leadership style does not moderate the influence of the environment on job satisfaction at the Regional Secretariat of Anambas Islands Regency, including in the Potential Moderation category.

6) Leadership style does not moderate the influence of family harmony on job satisfaction at the Anambas Islands Regency Regional Secretariat, including in the Potential Moderation category.

RECOMMENDATION

1) Referring to the finding that workload has a direct effect on job satisfaction, it is recommended that leadership elements in the Regional Secretary of the Anambas Regency Government, starting from the subdivision head and above, accommodate the information from this research as a consideration in determining policies related to the provisions of the work system implemented. For example, conducting a survey of employee job satisfaction and the results can be used as an indicator for improvement efforts.

2) Referring to the finding that the work environment does not have a direct effect on job satisfaction, it is recommended that leadership elements in the Regional Secretary of the Anambas Regency Government, starting from the subdivision head and above, evaluate the effectiveness and efficiency of the filing system regarding additional employee income.

3) Referring to the finding that family harmony does not have a direct effect on job satisfaction at the Anambas Islands Regency Regional Secretariat, it is recommended that leadership elements in the Regional Secretary of the Anambas Regency Government create a program that can increase employee family harmony aimed at increasing job satisfaction. For example, by carrying out friendly activities between employees and the employees' families

4) Referring to the finding that Leadership Style does not moderate the influence of workload on job satisfaction, it is recommended that leadership elements in the Regional Secretary of the Anambas Regency Government, starting from the subdivision head and above, increase their role in adjusting employee workload to the conditions of each employee.

5) Referring to the findings that Leadership Style does not moderate the influence of the environment on job satisfaction at the Anambas Islands Regency Regional Secretariat, it is recommended that leadership elements in the Regional Secretary of the Anambas Regency Government, starting from the subdivision head and above, increase their role in conditioning the work environment aimed at increasing employee job satisfaction.

6) Referring to the finding that Leadership Style does not moderate the influence of family harmony on job satisfaction at the Anambas Islands Regency Regional Secretariat, it is recommended that leadership elements in the Regional Secretary of the Anambas Regency Government, starting from the subdivision head and above, increase their role in employee family harmony related to increasing job satisfaction, for example by allocating budget for friendship activities between employees and employees' families.

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