

## **ABSTRACT**

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### **THE EFFECT OF PARTICIPATIVE LEADERSHIP AND FUN EXPERIENCED AT WORK ON EMPLOYEES' JOB SATISFACTION IN MARITIME INDUSTRY: THE MEDIATING EFFECT OF WORK MOTIVATION**

The basis aim of this research is to locate and identify how different variables of participative leadership, fun experienced at work, and the mediating role of work motivation can affect employees' job satisfaction. This study utilized a quantitative research using a sample of 135 respondents who are employees in Company A, a shipyard company located in Cilegon. The data was collected using survey of questionnaires that are distributed to employees in Company A, which then analysed using the program SPSS v.26. The tool used in SPSS is the function Linear Regression to conduct a multicollinearity test and hierarchical regression of work motivation and job satisfaction. The analysis is to prove whether the presumption of hypothesis is correct or incorrect.

After analysing the data using SPSS, the research results in finding some variables do affect the variable employees' job satisfaction such as participative leadership and work motivation. Work motivation can also partially mediate the interactive effects of participative leadership and employees' job satisfaction. Moreover, stronger positive relationship between participative leadership and work motivation is detected when employees have more fun at work.

The purpose of this research is also to support future research who explores to deepen their study about the relationship of participative leadership, work motivation, fun experienced at work on employees' job satisfaction in the maritime industry. However, this research also has its limitations as sample size can be considered as small, as well as the divergence of location when collecting questionnaires is limited. Therefore, it is recommended for future research to conduct a wider longitudinal study for the whole industry.

Reference: 46 (2005-2020)

**Keywords:** *Participative Leadership, Work Motivation, Fun Experienced at Work, Job Satisfaction*