

Effects Of Government Policy, Employment Status, Organizational Culture, And Leadership Toward Self-Well-Being Mediated by Motivation on Non-Permanent Teachers and Staffs at Public Jhs Level of Bangka Regency

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Abstract

This research analyzed the effects of government policy, employment status, organizational culture, and leadership on self-well-being, mediated by motivation, for non-permanent teachers and staff (GTT/PTT) at public JHS levels in Bangka Regency. This quantitative research approach took 62 GTT/PTT samples from the public JHS level in the Bangka regency. Then, the researchers collected the data using a questionnaire and analyzed it with Partial Least Squares-Structural Equation Modelling, PLS-SEM. The results indicated that government policy, organizational culture, and leadership have a positive and significant impact on the motivation and self-well-being of GTT/PTT. On the other hand, the employment status negatively and significantly influenced the motivation and self-well-being of GTT/PTT. The findings indicate that external factors, such as government policy, employment status certainty, organizational culture, and leadership, affect the self-wellbeing of GTT/PTT, rather than the internal factor of work motivation. The research theoretically contributes to the development of human resource management reviews within the education sector, as well as regional government and school considerations, to formulate policies that support the well-being and work motivation of GTT/PTT.

Keywords: government policy, motivation, self-wellbeing, leadership, GTT/PTT

1. Introduction

Teachers' and educational staffs well-being are important factors in improving education quality. Self-wellbeing reflects the individual wellbeing situations, such as psychology, emotion, and social life. These aspects influence the performance and education quality of services. In Indonesia, both non-permanent teachers (GTT) and non-permanent staff (PTT) crucially support the education process. However, they encounter various challenges such as unclear employment status, low well-being level, and limited career assurance.

The problems got more complex once the regional government of Bangka encountered a budget deficit and made the government cut the salaries of the honorary employees up to 50%. This policy greatly affected the economic and psychological situations of most honorary employees since they based their lives on the earnings of the jobs. Besides that, the prevalence of non-based GTT/PTT has an unclear employment status. This situation led to high job insecurity that could influence motivation and self-wellbeing.

Other influential factors include organizational culture and leadership. These factors also crucially foster motivation and self-well-being among the employees. A conducive working environment and supportive leadership could improve working motivation and facilitate the employees' managing various job stresses. Therefore, this research analyzed how government policy, employment status, organizational culture, and leadership affect self-well-being, with motivation serving as a mediator for GTT/PTT at the public JHS level in the Bangka Regency.

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2. Literature Review.

2.1. Government Policy

Government policy is a set of decisions and actions made by the government to reach or achieve certain public objectives. Howlett (2024) explains the realizations of government policy may include regulation instruments (authority), fiscal (treasury), information (nodality), and organization (organization). In this research, the government policy deals with honorary employee management, including the salary deduction or salary cut applied by the Bangka Regency government.

The bounded rationality theory, proposed by Simon (1955), explains that decision-making may consider information limitations and existing conditions to execute. Therefore, the policy of salary cuts is probably the government's effort to adjust the fiscal situation, although it potentially influences the employees' well-being.

2.2. Employment Status

Employment status describes the employment certainty, job security, and career opportunity of an individual within an organization. GTT/PTT have different employment status characteristics from civil servants due to either no long-term guarantee or employment certainty. The flexible firm model theory by John Atkinson (1984), which includes both non-permanent teachers and staff, GTT/PTT, is within the peripheral core. Thus, their contract positions are insecure with fluctuating earnings or hours and limited career mobility. These situations decrease job security and organizational support and may develop into financial tension or even weakened psychology, such as demotivation or low self-wellbeing.

2.3. Organizational Culture

Organizational culture refers to a system of values, norms, and beliefs followed by all organizational members. Robbins and Judge (2015) explain that organizational culture could foster working behaviors, improved organizational commitment, and a conducive working environment. In this research, the researchers measured organizational culture using the dimensions of innovation, decision-making, detailed attention, outcome orientation, individual orientation, team orientation, and stability. Organizational culture could positively improve employees' working motivation and create security, social support, and organizational bonds.

2.4. Leadership

Leadership refers to an individual's skill to influence and direct other individuals to reach organizational objectives. The current research used situational leadership by Hersey & Blanchard (1969), consisting of telling, selling, participating, and delegating aspects. A capable leader should provide support, excellent communication, and opportunities for subordinates to improve their working motivation and psychological well-being.

2.5. Motivation

Motivation refers to either internal or external forces leading individuals to act in achieving certain objectives. Maslow (1943) explains the effects of psychological necessity, security, social acknowledgment, and self-actualization on motivation. High motivation tends to encourage individuals to work excellently and committedly toward the organization. This situation also improves satisfaction and performance.

2.6. Self-Wellbeing

Self-wellbeing refers to subjective well-being, covering psychological, emotional, and socio-individual aspects. Self-wellbeing describes the extension of an individual feeling satisfied with his life, positive emotions, and socio-functional capability, optimally. Self-well-being is a significant concern for honorary employees due to its connection to employment uncertainty, economic conditions, and the level of organizational support they receive. Martin E.P. Seligman (2011), with the PERMA model theory, explains five well-being pillars, such as positive emotion, engagement, relationship, meaning, and accomplishment. Thus, self-well-being, according to the theory, cannot be measured by a single aspect alone. Well-being, in fact, is a set of different elements to measure separately.

3. Methodology

This quantitative research used the survey method. The research object consisted of 62 non-database or non-permanent teachers and staff, GTT/PTT, at the public JHS level of the Bangka regency. The researchers used saturated sampling to include the entire population as their sample. Then, the researcher collected the data with a direct questionnaire from February to March 2026. The independent variables are government policy (X1), employment status (X2), organisational culture (X3), and leadership (X4). The mediating variable is motivation (Z), while the dependent one is self-wellbeing (Y). The researchers analysed it using structural equation modelling (SEM) based on partial least squares (PLS). The researchers used SmartPLS to facilitate the data analysis. Figure 1 presents the PLS model.

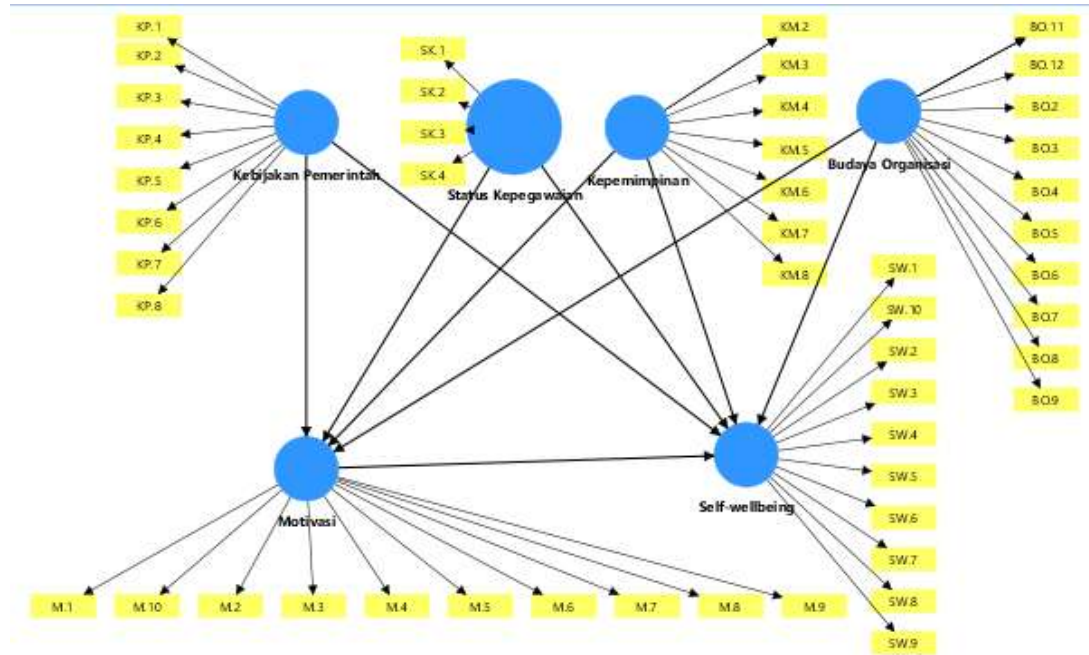


Figure 1 PLS Model

Source : Analyzed by the researchers (2025)

4. Result and Discussion

4.1 Result

Table 1 shows the calculation from PLS-SEM.

Table 1. the Path Coefficient

| No. | Correlation | Original sample (beta) | T statistics (O/STDEV) | P values | Decision |
|-----|---|------------------------|--------------------------|----------|-------------|
| 1 | Government policy -> Motivation | 0.234 | 2.836 | 0.005 | H1 accepted |
| 2 | Employment status -> Motivation | -0.400 | 5.264 | 0.000 | H2 accepted |
| 3 | Cultural organization -> Motivation | 0.412 | 4.786 | 0.000 | H3 accepted |
| 4 | Leadership -> Motivation | 0.280 | 3.450 | 0.001 | H4 accepted |
| 5 | Government policy -> Self-Wellbeing | 0.305 | 3.207 | 0.001 | H5 accepted |
| 6 | Employment status -> Self-Wellbeing | -0.186 | 2.023 | 0.043 | H6 accepted |
| 7 | Cultural organization -> Self-Wellbeing | 0.238 | 2.261 | 0.024 | H7 accepted |
| 8 | Leadership -> Self-Wellbeing | 0.230 | 2.204 | 0.028 | H8 accepted |

| | | | | | |
|----|---|--------|-------|-------|------------|
| 9 | Motivation -> Self-Wellbeing | 0.228 | 1.595 | 0.111 | H9 denied |
| 10 | Government policy -> Motivation -> Self-Wellbeing | 0.053 | 1.288 | 0.198 | H10 denied |
| | Employment status -> Motivation -> Self-Wellbeing | -0.091 | 1.558 | 0.119 | H10 denied |
| | Cultural organization -> Motivation -> Self-Wellbeing | 0.094 | 1.548 | 0.122 | H10 denied |
| | Leadership -> Motivation -> Self-Wellbeing | 0.064 | 1.363 | 0.173 | H10 denied |

Source : Primary data, processed by researchers (2026)

4.2 Discussion

4.1.1 Government Policy

The SEM-PLS results indicate the positive and significant effect of government policy toward motivation ($\beta = 0.234$; $p = 0.005$). The results suggest that the excellent government policy implemented by the GTT/PTT leads to high levels of working motivation among GTT/PTT members. However, the salary cut policy in the region had a direct impact on the psychological and motivational performance of the GTT/PTT. The policy lowered their motivation, leading to negative changes in their behavior, such as arriving late to school or requesting permission to take on additional jobs in order to earn extra income. These results align with motivational theory by Robbins and Judge (2013). Those theorists explain the significant effects of external factors, such as compensation and organizational policy, toward working motivation.

The SEM-PLS revealed positive and significant effects of government policy toward self-wellbeing ($\beta = 0.305$; $p = 0.001$). A fair and well-being-oriented policy of the government for honorary employees could improve security, job satisfaction, and emotional balance. Thus, employees could improve their self-wellbeing. Safitri (2023) explains that well-being encompasses interrelated financial, professional, physical, and emotional aspects that contribute to fostering self-well-being. Robins and Judge (2013) also explain that supportive organizational policy for employees' well-being could improve their job satisfaction and individual psychological conditions.

4.1.2 Employment Status

Employment status negatively and significantly influences motivation ($\beta = -0.400$; $p = 0.000$). This finding suggests employment uncertainty, encountered by GTT/PTT, could lower their work motivation and self-wellbeing. Nurul Imam et al. (2023) explain the negative effects of job insecurity and psychological well-being. This correlation eventually leads to lowered work motivation. Thus, high employment uncertainty lowers work motivation.

The researchers also found the negative and significant effects between employment status and self-wellbeing ($\beta = -0.186$; $p = 0.043$). The results indicate high employment uncertainty leads to lower self-wellbeing. Genefri (2021) explains that honorary teachers with unclear employment status tend to suffer from higher psychological pressures than those with permanent staff. This job status uncertainty makes the individuals feel disrespected and have no clear future guarantee.

4.1.3 Organizational Culture

Organizational culture positively and significantly influences motivation ($\beta = 0.412$; $p = 0.000$). The finding suggests the importance of organizational culture in fostering and improving the work motivation of the GTT/PTT. The positive effect of organizational culture, such as inter-peer support, excellent communication, and a conducive working environment, could provide a comfortable situation to encourage individuals to work optimally. Robbins (2015) also explains that organizational culture refers to a system of values, norms, and beliefs that influence the performance behaviors and attitudes of all organizational members. Denison (2000) asserts that strong and adaptive organizational culture could improve motivation and individual performance within an organization.

The researchers also found positive and significant effects between organizational culture and self-wellbeing ($\beta = 0.238$; $p = 0.024$). Positive organizational culture, such as social support, opened communication, and harmonious relationships, could create comfortable and conducive environments. This situation could improve psychological well-being, lower job stress, and empower feelings of organizational belonging. Robbins (2015) also explains the effects of organizational culture toward individual attitudes and behaviors, including job satisfaction and well-being. A supportive working environment with excellent togetherness values could provide emotional support for individuals. Thus, they can improve their self-wellbeing.

4.1.4 Leadership

Positive and significant leadership influence motivation ($\beta = 0.280$; $p = 0.001$). The results indicate the important roles of GTT/PTT in improving work motivation. Supportive, communicative, and appreciative leadership toward honorary employees' performance could create a positive working environment and improve optimum individual performance. Yukl (2013) also states the significant effect of leadership in fostering the behaviors and motivation of subordinates by directing, supporting, and recognizing them. Robbins and Judge (2013) also found that effective leadership could improve work motivation by realizing a conducive working environment and excellent interpersonal relationships.

Leadership positively and significantly influences self-wellbeing ($\beta = 0.230$; $p = 0.028$). Supportive, empathic, and attentive leadership toward the subordinates' necessities creates a comfortable and psychologically secured working environment. These matters could improve emotional wellbeing, job satisfaction, and individual mentality. Yukl (2013) also found the importance of leadership to influence the psychology and well-being of subordinates by providing support, communication, and excellent interpersonal relationships.

4.1.5 Motivation

Motivation did not significantly influence self-wellbeing ($\beta = 0.228$; $p = 0.111$). These findings indicate that the level of work motivation among non-permanent teachers and staff (GTT/PTT) does not directly influence their self-wellbeing. In other words, high work motivation does not necessarily improve the psychological, emotional, or social well-being they experience. This result suggests that external factors than work motivation exert a stronger influence on self-wellbeing. Nurul Iman et al. (2023) found that job insecurity has a more dominant effect on psychological wellbeing than individual internal factors. Their findings indicate that under unstable employment conditions, individuals' wellbeing depends more on feelings of security and job certainty than on their level of work motivation.

The hypothesis testing using SEM-PLS analysis found a moderating effect motivation within the correlation between government policy, employment status, organizational culture, leadership, and self-wellbeing produced with an indirect effect value (β) of 0.03, a t-statistic of 1.439 and a p-value of 0.153. The obtained p-value exceeded 0.05 thus motivation did not mediate the relationships between the independent variables and the self-wellbeing of GTT/PTT. These findings indicate that motivation does not function as an intervening variable in explaining the relationship between organizational factors and the self-wellbeing of GTT/PTT. Government policy, employment status, organizational culture, and leadership therefore affect self-wellbeing directly rather than through changes in work motivation. In this study, the relationship between motivation and self-wellbeing was not significant; therefore, based on the perspectives of Hayes (2018) and MacKinnon (2017), a mediation effect could not be established, and motivation could not serve as a mediating variable.

5. Conclusion

This study analyzed the effects of government policy, employment status, organizational culture, and leadership on self-wellbeing, mediated with motivation, among non-permanent teachers and staff (GTT/PTT) at public junior high schools in Bangka Regency. The findings showed that government policy, organizational culture, and leadership positively and significantly influenced both motivation and the self-wellbeing of GTT/PTT. In contrast, employment status negatively and significantly influenced motivation and self-wellbeing, indicating that greater uncertainty regarding employment status reduces both motivation and perceived self-wellbeing among GTT/PTT.

Furthermore, motivation did not significantly influence self-wellbeing. The findings also showed that motivation could not mediate the effects of government policy, employment status, organizational culture, and leadership on self-wellbeing. Therefore, external factors—including government policy, employment status certainty, a supportive organizational culture, and effective leadership—play a greater role in enhancing the self-wellbeing of GTT/PTT than the internal factor of work motivation.

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