

EXPLORING THE ROLE OF MENTAL HEALTH: THE RELATIONSHIP BETWEEN DESPOTIC LEADERSHIP, EMPLOYEE WELL-BEING, AND JOB SATISFACTION

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Abstract: This study aims to investigate the role of mental health as a mediator in the relationship between despotic leadership and employee well-being on job satisfaction. Specifically, it examines how despotic leadership and employee well-being affect the mental health and job satisfaction of officers in the Civil Service Police Unit (Satpol PP) Office of West Kalimantan Province. The study uses a quantitative approach with a sample of 207 officers who have worked for three years or more. The data was processed and analyzed using AMOS 26 and structural equation model (SEM). The results of this study found that despotic leadership and employee well-being have a significant influence on job satisfaction. Additionally, this research successfully tested the role of mental health as a mediator in the relationship between despotic leadership, employee well-being, and job satisfaction, with the findings showing that mental health has a positive and significant impact. The study will contribute to the existing literature by providing a nuanced understanding of the interplay between despotic leadership, employee well-being, and mental health on job satisfaction. The research findings can have significant implications for organizational practices and policies aimed at improving employee job satisfaction and overall well-being.

Keywords: *Despotic Leadership, Employee Well-Being, Human Resource Management, Job Satisfaction, Mental Health*

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1. Introduction

The Civil Service Police Unit (Satpol PP) is a part of the government institution that carries out its duties at both the provincial and district/city levels. According to Government Regulation Number 16 of 2018 concerning the Civil Service Police Unit, Satpol PP is defined as a regional apparatus established to enforce regional regulations and regulations set by regional heads, maintain public order and tranquility, and provide community protection. Based on this definition, it can be said that Satpol PP plays a crucial role in fulfilling its responsibilities. Amid public demands for just enforcement of public order, Satpol PP serves as the frontline of the government in maintaining security and order while facing various complex challenges. The evolving social dynamics require them to function not only as enforcers of regulations but also as facilitators of community welfare and protection. Good performance is undoubtedly a demand from the public and a serious responsibility for Satpol

PP itself. When the performance of Satpol PP improves and is considered satisfactory, they will operate more effectively in enforcing laws and regulations within the community, thus enhancing public order. Furthermore, good performance will strengthen Satpol PP's image in the eyes of the public and increase public trust in their role as protectors and law enforcers. Additionally, with improved performance, Satpol PP will be able to respond to community reports more quickly and address emerging issues more efficiently. This will reinforce their function as an institution that is responsive to the needs of the community. Therefore, it is crucial to conduct a more in-depth study of the factors that can help improve the performance of Satpol PP in Indonesia, particularly in West Kalimantan Province.

Through previous research, there are numerous determining factors that can significantly influence employee performance across various industries. Some of the key factors that have drawn the attention of many researchers include leadership style, training and development, employee engagement, performance appraisal systems, job satisfaction, compensation, and recognition (Ginbar, E. 2020; Islam, M. S., et al. 2022; Czura, K., et al. 2023). Job satisfaction has been extensively studied, demonstrating a highly significant impact across various sectors such as education (Cayupe, J. C., et al. 2023), healthcare (Panchal, N., et al. 2022), e-commerce and retail (Susanto, P., et al. 2022), construction (Dodanwala, T. C., et al. 2023), information and communication technology (Riyanto, S., et al. 2021), and finance (Shireesha, S., et al. 2022). This makes job satisfaction an intriguing factor to explore further, using a different population sample from previous studies; this research will utilize a population sample from government institutions, specifically Satpol PP. When employees feel satisfied with their jobs, this positively enhances overall employee performance (Djuli, F. A., et al. 2023; Alkandi, I. G., et al. 2023). Therefore, it is important to investigate in greater depth the determining factors that have a strong influence on job satisfaction, especially within Satpol PP in West Kalimantan Province, which serves as the population sample for this study.

The Civil Service Police Unit (Satpol PP) is closely tied to a “command” system. This requires every member to comply with the orders of their superiors, and while members can provide input regarding policies to be decided by their leaders, superiors often do not need to listen to suggestions from subordinates when making decisions or policies, as many decisions must be made quickly without compromise. According to Government Regulation of the Republic of Indonesia Number 94 of 2021 concerning the Discipline of Civil Servants, once a decision is made by leadership, members are obliged to implement that decision without protest or renegotiation. If a member fails to carry out the decision, they may face sanctions or even disciplinary actions from their superiors. Such a situation is linked to the leadership style practiced within the Civil Service Police Unit (Satpol PP). In the field of human resource management, the relationship between leadership styles in companies or organizations has significantly influenced employee job satisfaction across various industries, including educational institutions (Iqbal et al., 2022), small and medium enterprises (Mehmood et al., 2023), healthcare (Raza et al., 2024; Irmayati et al., 2023), hospitality (Albashiti et al., 2021), finance (Zeb et al., 2021; Daud & Afifah, 2019), government institutions (Rosnani, 2022), non-bank financial institutions (Fahrana, 2016), and others.

Leadership styles within institutions and various industries significantly impact employee performance and well-being. Several leadership styles have been previously researched, including servant leadership, transformational leadership, transactional leadership, and despotic leadership (Susanto, P. C., et al. 2023; Tourish, D., & Willmott, H. 2023). When discussing Satpol PP, the leadership style closely associated with the institution is despotic leadership. Despotic leadership is often linked to leaders who tend to be more authoritarian,

with this style sometimes emphasizing excessive control over subordinates. It is generally characterized by a lack of morality exhibited by leaders toward their subordinates (Belal Albashiti et al., 2021). Additionally, Muhammad Tufail and Hamza Zafar (2021) stated in their research that despotic leadership is exploitative and does not consider the needs of employees. This style, marked by autocratic and exploitative behavior, has been associated with negative outcomes such as decreased job satisfaction and increased turnover intention. Supporting this notion, a study by Javed Iqbal et al. (2022) found that despotic leadership contributes to a toxic workplace and enhances employee turnover intention. This indicates that, for some individuals, such a leadership style is seen as detrimental to productivity, mental health, and job satisfaction. Despite previous research linking despotic leadership to negative leadership approaches, the actual impact on Satpol PP members requires deeper examination. This necessity arises because the culture established in other industries studied previously is likely different from the culture within Satpol PP. If it turns out that despotic leadership negatively affects Satpol PP members, this could prompt the organization to seek alternative approaches to maintain job satisfaction among its members and ensure their performance continues to improve.

Another factor that can significantly influence the enhancement of job satisfaction is employee well-being. Previous research has demonstrated that employee well-being positively impacts job satisfaction (Zendrato, M. E., & Mardiana, N. 2024; Jung, H. S., et al. 2023; Adnan, M., et al. 2021). Employee well-being is defined as an optimal condition involving psychological functioning and positive experiences. It encompasses happiness, a balance of positive emotions, and job satisfaction (Ryan & Deci, 2001). Other components of employee well-being include progress, facilities, employer attention, organizational recognition of workers, and the impact of work on personal life (Pretsch et al., 2020). When discussing employee well-being in the Civil Service Police Unit (Satpol PP), particularly at the West Kalimantan Provincial Satpol PP Office, it is often associated with salary and benefits. Members of Satpol PP are actively engaged and are pleased when they receive task assignment letters (ST) from the office, as this allows them to increase their salaries and benefits. This means that the level of employee well-being at the West Kalimantan Provincial Satpol PP Office can be measured through the salaries and benefits received by each member. In other words, when Satpol PP members receive salary and benefit increases, their well-being will also improve. Similar to previous studies, although much research has addressed the influence of employee well-being on job satisfaction across various industries, studies focusing on Satpol PP are necessary. This will enable the organization to take concrete steps to ensure equitable improvement in the well-being of Satpol PP members through salary and benefit enhancements when needed.

This study also utilizes mental health as one of the variables to mediate the relationship between despotic leadership, employee well-being, and job satisfaction. Mental health is a crucial factor in well-being, influencing not only individual lives but also societal functioning (Thomson et al., 2022; O'Connor et al., 2021). In recent years, research has shown that mental health plays a critical role in determining job satisfaction (Nadinloyi et al., 2013). This is supported by other studies indicating that low job satisfaction can stem from feelings of being undervalued in the workplace, excessive workload, and a narrow mindset in decision-making (Evans et al., 2006; Kader et al., 2021). Additional studies have demonstrated that employees experiencing emotional exhaustion and burnout tend to have lower levels of job satisfaction and higher turnover intentions (Tufail & Zafar, 2021). Mental health is particularly interesting to examine in this context because the influences of the two independent variables in this study could potentially counteract each other. When despotic leadership negatively affects employee

mental health due to a high-pressure work environment that lacks support and appreciation, the mental health of employees will be compromised, consequently reducing their job satisfaction. Conversely, when employee well-being is fulfilled, it positively impacts their mental health, as they feel supported, valued, and have a conducive work environment, which simultaneously enhances their job satisfaction.

Through this background, the researcher feels it is necessary to conduct a study titled “Exploring the Role of Mental Health: The Relationship Between Despotic Leadership, Employee Well-Being, and Job Satisfaction,” focusing on the local government institution, the Civil Service Police Unit (Satpol PP). This research aims to explore and examine in depth the relationship between despotic leadership and employee well-being in relation to job satisfaction, mediated by mental health. The significance of this research lies in providing a foundation for stakeholders to make more accurate decisions regarding strategies to enhance job satisfaction among Satpol PP members, particularly at the West Kalimantan Provincial Satpol PP Office. By doing so, it is hoped that the performance of Satpol PP members can also be improved, enabling them to deliver their best results in fulfilling their duties to the local government and the community.

2. Literature Review

2.1. Despotic Leadership

In recent studies, despotic leadership becomes an interesting topic to discuss. There are some studies focuses on finding a relationship between despotic leadership and job satisfaction in various population such as employee work in hospitality industry (Albashiti et al., 2021). employee work in publishing houses (Nauman et al., 2018); and employee work in small-medium sized enterprises (SME's) (Zhou et al., 2021). It is said of despotic leaders that they are self-absorbed, often show little care for others, and have no concern for acting in a way that benefits society (De Hoogh & Den Hartog, 2008). In addition, despotic leaders are inclined to foster fear in their followers, treat them unfairly or exploit them, and make employees feel uncomfortable at work (De Hoogh & Den Hartog, 2008). Other than that, according to Muhammad Tufail and Hamza Zafar (2021) state that despotic leaders focus primarily on their own self-interest, power, and position, often engaging in unethical and tyrannical behavior. Furthermore, ethically reprehensible and self-serving acts by autocratic leaders not only mislead and deceive workers but also endanger their welfare and the organization's interests (Belal Albashiti et.al,2021). Moreover, according to the research that had been conducted by Zhou et al (2021) stated that despotic leadership has four typical manifestation including leaders exert rigorous control over their subordinates; they do not accept any ideas or suggestions from their subordinates; They promote individuals based on ingratiation rather than ability; They create a negative atmosphere that can harm employee morale and performance. Although, recent studies has discussed about despotic leadership well in their implementation, there are still inconsistent findings. Several research stated that despotic leadership has a significant effect on job satisfaction (Raja et al., 2020), while others stated that despotic leadership has an insignificant effect on job satisfaction (Zhou et al., 2021); (Albashiti et al., 2021); (Tufail et al., 2023). Furthermore, this research was conducted to be able to fill the existing research gap.

2.2. Employee Well-Being

Employee well-being encompasses various dimensions, including psychological, physical, and social aspects. It refers to the overall quality of an employee's experience at work and is

closely linked to their mental health and job satisfaction. Research indicates that a positive state of well-being not only enhances individual productivity but also fosters a healthier organizational climate (Devi Aryanti et al., 2020); (Sophian et al., 2021.). Several factors have been identified as critical in shaping employee well-being, including 1) Employees who perceive strong support from their organization tend to report higher levels of well-being. This support can manifest through effective human resource management practices that prioritize employee welfare (Bhoir & Sinha, 2024); (Kumari, 2023). 2) A positive work environment characterized by healthy leader-subordinate interactions significantly contributes to employee psychological well-being (Sophian et al., 2021.). Conversely, high job demands without adequate resources can lead to stress and lower well-being (Simanjorang et al., 2023). 3) The balance between work responsibilities and personal life is crucial for maintaining well-being. Excessive work hours or lack of flexibility can negatively impact mental health, highlighting the need for organizations to implement policies that promote work-life balance (Kumari, 2023). The relationship between employee well-being and job performance is well-documented. Studies show that employees with higher levels of well-being are more engaged, motivated, and productive in their roles. For instance, a systematic review found that workplace interventions aimed at improving employee well-being led to significant increases in job satisfaction and performance metrics (Bhoir & Sinha, 2024); (Devi Aryanti et al., 2020). Furthermore, the psychological benefits derived from a supportive work culture can enhance employees' resilience and coping mechanisms, further contributing to their overall effectiveness at work (Sophian et al., 2021.).

2.3. Mental Health

Because mental health affects how people think, feel, and act, it is crucial from childhood and adolescence to maturity. It also affects their ability to deal with stress, communicate with others, and make sensible choices (CDC, 2024). Workplace mental health is influenced by a myriad of factors, including psychosocial risks, work environment, and organizational practices including, 1) Low autonomy and high demands are examples of workplace psychosocial risk factors that can negatively impact employees' mental health and general well-being. Increased stress, poor physical and mental health, and low job satisfaction can result from these hazards (Demou et al., 2024). 2) The work environment plays a crucial role in shaping mental health. Organizational interventions that target working conditions and environments can prevent the deterioration of mental health. For instance, providing flexible working arrangements, modifying job tasks to reduce stress, and implementing frameworks to deal with violence and harassment are effective strategies (WHO, 2024); (Aust et al., 2024). 3) The role of leadership in maintaining mental health is significant. Manager training for mental health, which includes recognizing and responding to emotional distress, building interpersonal skills, and understanding job stressor, is highly recommended. Such training can foster a supportive work environment and reduce mental health symptoms (WHO, 2024). In the prior research that discussing about mental health and job satisfaction, it is proven that mental health can help the employee to improve social relations and reduce depressions (Nadinloyi et al., 2013). In the field of general practitioner, mental health also plays a crucial role that help them to achieve job satisfaction (Cooper et al., 2018). Other than that, in the field of IT workers there is studies that focusing to discuss factor that effect job satisfaction in order to promoting positive mental health (Bulińska-Stangrecka & Bagieńska, 2021). It is proven that mental health actually has a crucial role to achieve job satisfaction since the prior research discussing the factor that build mental health in order to create well-being for employee.

2.4. Job Satisfaction

Job satisfaction can be defined as the emotional response of employees to their work experiences, encompassing their feelings towards various aspects of their job, including responsibilities, work conditions, and relationships with colleagues and supervisors. According to Locke (1976), job satisfaction is a positive or pleasant emotional state resulting from an assessment of one's work or activities related to it. Numerous studies have identified key factors that influence job satisfaction, including 1) A supportive and positive work environment is crucial for fostering job satisfaction. Research indicates that elements such as workplace safety, resources, and organizational culture significantly affect employees' feelings towards their jobs (Abdillah Agustya Siwi Nashiroh & Sopiah Sopiah, 2023); (Dinda, 2024). 2) Leadership style plays a significant role in shaping job satisfaction. Despotic leadership, characterized by authoritarianism and lack of support, can negatively impact employee morale and job satisfaction. Conversely, transformational leadership styles that promote employee engagement and recognition tend to enhance job satisfaction (Abdillah Agustya Siwi Nashiroh & Sopiah Sopiah, 2023). 3) Positive relationships with colleagues and supervisors are fundamental to job satisfaction. Studies show that effective communication and teamwork contribute to a sense of belonging and fulfillment at work (Dinda, 2024); (Aziri, 2011). 4) Fair compensation is a critical factor influencing job satisfaction. Workers are more likely to report better levels of job satisfaction if they believe they are being fairly compensated for their labor. Additionally, benefits such as health insurance and retirement plans also play a significant role (Aziri, 2011). In recent studies, job satisfaction is likely to be used to discussed about employee well-being. The prior research explores many factors that effect job satisfaction in order to broaden knowledge in the field of human resource management (Jamal Ali & Anwar, 2021); (Basalamah & As'ad, 2021); (Lee et al., 2022); (Hendri, M. I. (2019). Based on the prior research style of leadership also can affect job satisfaction. Therefore, conducting this research will increase knowledge of factors that affect job satisfaction for employee well-being especially in officers of the Civil Service Police Unit (Satpol PP) Office of West Kalimantan Province.

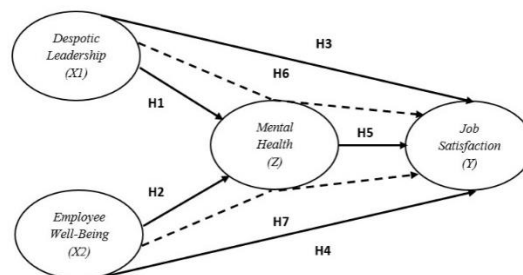


Figure 1. Research Framework

Research Hypothesis

According to the aforesaid conceptual framework, the researcher's hypothesis is as follows:

1. Despotic leadership has a significant effect on mental health.
2. Employee Well-Being has a significant effect on mental health
3. Despotic leadership has a significant effect on job satisfaction
4. Employee Well-Being has a significant effect on job satisfaction.
5. Mental health has a significant effect on job satisfaction.
6. Mental health mediated the significant effect of despotic leadership on job satisfaction.
7. Mental health mediated the significant effect of employee well-being on job satisfaction.

3. Research Method

3.1. Research Approach

Quantitative methodologies were used to conduct this study. The primary data used in this study came from surveys distributed online using Google Forms. The questionnaire distributed in this study is a researcher-made questionnaire that uses a Likert scale to model the answers given by respondents. Rensis Likert created the Likert scale in 1932 to gauge public opinion, where its construction begins by formulating attitude statements, with each statement indicating support or opposition to the attitude object (Mawardi, 2019). The answer categories given by respondents have the following information, scale 1 means strongly disagree; scale 2 means disagree; scale 3 means neutral; scale 4 means agree; and scale 5 means strongly agree.

3.2. Questionnaire Development

In this investigation, the questionnaire items for each variable, developed by the researcher, are items that have been previously used by other researchers to measure each variable. This approach is used to maintain the relevance and credibility of the indicators for each variable. Additionally, the researcher sought assistance from field supervisors to provide feedback on the questionnaire items that had been prepared. After receiving input and revisions from the supervisors, the research participants were given the questionnaire right away. The questionnaire items were presented in Indonesian, as the respondents in this study are Indonesian speakers.

3.3. Variables Measurement

Despotic Leadership is one of the independent variables used in this study. Six indicators are employed, each developed by different researchers, including power centralization (Hodge, G. R., 2023), control and supervision (Smith, E. J., & Lee, T. A., 2022), lack of trust (Johnson, M. F., 2024), oppressive behavior (Clarke, A. B., & Adams, N. H., 2023), minimal autonomy (Miller, K. R., 2022), and lack of support (Garcia, L. M., & Fernandez, R. T., 2024). In the despotic leadership section, the questionnaire consists of ten items, with several statements representing the overall items, such as: "I do not have enough control over my tasks because all decisions are made by my leader," "My leader frequently checks my work in detail and asks for clarification on every aspect," and "My leader often shows distrust towards me and my colleagues."

Employee well-being is also used as an independent variable in this study. Six indicators are referenced from previous research by Pretsch et al. (2020), including advancement, facilities, work satisfaction, organizational respect for the employees, employer care, and intrusion of work into private life. The employee well-being section consists of 12 questionnaire items representing each of these indicators. Some of the statements representing the overall items used include: "I have a clear plan to advance my career," "My workplace facilities are adequate for carrying out my tasks," and "I can complete my tasks well and effectively."

The mental health variable in this study is used as a mediating variable. Six indicators were adopted from previous research by Amelia Isnaeni (2015), which include tension, anxiety, restlessness, depression, boredom, and fatigue. There are 12 statements used in the mental health variable section. Some of the statements representing the overall items include: "I often feel disturbed by problems that arise at work," "I often feel uneasy because I have to deal with uncertain situations," and "I often feel uncomfortable with the unstable situations at work."

Job satisfaction in this study is used as the dependent variable, with five indicators, including job quality, work environment, relationships with colleagues, compensation, and leadership (Mangkunegara, 2009). In the job satisfaction section, there are a total of 10

questionnaire items representing each of these indicators. Some of the statements used include: "My job is very challenging and motivating," "The work environment at my workplace is very comfortable and safe," and "The salary and benefits I receive are very appropriate for my job."

3.4. Sample and Data Collection

Employees of the West Kalimantan Province's Civil Service Police Unit Office are the study's target demographic. Participants in this study were informed that the data collected would remain confidential and used only for research. Primary data from the distribution of questionnaires was used in this investigation. The questionnaire for this study was distributed online via Google Forms. The total sample successfully collected in this study amounted to 207 respondents.

3.5. Demographics

Table 1. displays the demographic features of the respondents based on the data collected from the respondents. Male respondents make up 90.3% of the sample, while female respondents make up 9.7%. The respondents in this study are predominantly workers aged 41 and above. As shown in the table, respondents aged 41-49 account for 40.6%, while those aged 50 and above represent 37.2%. Respondents aged 21-30 constitute 2.9%, and those aged 31-40 make up 19.3%. Furthermore, when looking at respondents' educational backgrounds, those with a high school (SLTA/SMA) education represent 53.7%. Respondents with a Diploma degree account for 4.3%, while those with a Bachelor's degree represent 35.7%, and respondents with a postgraduate degree (Master's) make up 6.3%.

Furthermore, the positions of the respondents in this study are described as follows. Respondents serving as secretaries represent 0.5%, those in the position of department heads account for 1.9%, respondents holding the position of section heads make up 3.9%, and respondents serving as sub-division heads constitute 1.4%. Finally, the majority of respondents, with a percentage of 92.3%, hold staff positions. In addition, another characteristic of the respondents is their length of service, with 100% of the respondents having worked at the respective office for more than three years.

Table 1. Demographic Characteristic of The Respondent

Respondent Characteristic		Frequency	Percentage
Gender	Male	187	90,3%
	Female	20	9,7%
Age	21-30 years old	6	2,9%
	31-40 years old	40	19,3%
	41-49 years old	84	40,6%
	Above 50 years	77	37,2%
Educational Background	Diploma	9	4,3%
	Bachelor Degree	74	35,7%
	Master Degree	13	6,3%
	High School	111	53,7%
Position	Secretary	1	0,5%
	Departement Heads	4	1,9%
	Section Heads	8	3,9%
	Sub-Division Heads	3	1,4%
	Staff	191	92,3%
Tenure	>3 years	207	100%

4. Results and Discussion

4.1. Results

Measurement Models

The validity and reliability tests of the data in this study were conducted through data processing using the AMOS 26 software.

Table 2. Value of Standardized Loading Factor (SLF), Construct Reliability (CR), and Average Variance Extracted (AVE) in Despotic Leadership

Item	Calculation	Respondents perception					SLF	CR	AVE
		SD	D	N	A	SA			
x1.1	Frequency	0	59	104	37	7	0,641	0,910	0,504
	Percentage	0	28,5%	50,2%	17,9%	3,4%			
x1.2	Frequency	0	43	122	37	5	0,689		
	Percentage	0	20,8%	58,9%	17,9%	2,4%			
x1.3	Frequency	0	38	103	59	7	0,744		
	Percentage	0	18,4%	49,8%	28,5%	3,4%			
x1.4	Frequency	0	32	78	93	4	0,609		
	Percentage	0	15,5%	37,7%	44,9%	1,9%			
x1.5	Frequency	0	15	70	85	37	0,770		
	Percentage	0	7,2%	33,8%	41,1%	17,9%			
x1.6	Frequency	0	14	94	85	14	0,714		
	Percentage	0	6,8%	45,4%	41,1%	6,8%			
x1.7	Frequency	0	8	75	95	29	0,784		
	Percentage	0	3,9%	36,2%	45,9%	14%			
x1.8	Frequency	0	18	106	72	11	0,727		
	Percentage	0	8,7%	51,2%	34,8%	5,3%			
x1.9	Frequency	0	35	96	68	8	0,716		
	Percentage	0	16,9%	46,4%	32,9%	3,9%			
x1.10	Frequency	0	14	79	98	16	0,687		
	Percentage	0	6,8%	38,2%	47,3%	7,7%			
Total	Frequency	0	276	927	729	138			
	Percentage	0	13,3%	44,8%	35,2%	6,7%			

Table 3. Value of Standardized Loading Factor (SLF), Construct Reliability (CR), and Average Variance Extracted (AVE) in Employee Well-Being

Item	Calculation	Respondents perception					SLF	CR	AVE
		SD	D	N	A	SA			
x2.1	Frequency	0	8	55	101	43	0,675	0,929	0,523
	Percentage	0	3,9%	26,6%	48,8%	20,8%			
x2.2	Frequency	0	4	71	88	44	0,672		
	Percentage	0	1,9%	34,3%	42,5%	21,3%			
x2.3	Frequency	0	16	88	86	17	0,751		
	Percentage	0	7,7%	42,5%	41,5%	8,2%			
x2.4	Frequency	0	7	79	106	15	0,721		
	Percentage	0	3,4%	38,2%	51,2%	7,2%			
x2.5	Frequency	0	4	62	117	24	0,659		
	Percentage	0	1,9%	30,0%	56,5%	11,6%			
x2.6	Frequency	0	9	44	121	33	0,695		
	Percentage	0	4,3%	21,3%	58,5%	15,9%			
x2.7	Frequency	0	12	52	120	23	0,742		
	Percentage	0	5,8%	25,1%	58,0%	11,1%			
x2.8	Frequency	0	6	47	131	23	0,706		
	Percentage	0	2,9%	22,7%	63,3%	11,1%			
x2.9	Frequency	0	7	68	110	22	0,801		

	Percentage	0	3,4%	32,9%	53,1%	10,6%			
x2.10	Frequency	0	11	66	113	17	0,773		
	Percentage	0	5,3%	31,9%	54,6%	8,2%			
x2.11	Frequency	0	16	63	102	26	0,752		
	Percentage	0	7,7%	30,4%	49,3%	12,6%			
x2.12	Frequency	0	12	68	101	26	0,721		
	Percentage	0	5,8%	32,9%	48,8%	12,6%			
Total	Frequency	0	112	763	1296	313			
	Percentage	0	4,5%	30,7%	52,2%	12,6%			

Table 4. Value of Standardized Loading Factor (SLF), Construct Reliability (CR), and Average Variance Extracted (AVE) in Mental Health

Item	Calculation	Respondents perception					SLF	CR	AVE
		SD	D	N	A	SA			
z1.1	Frequency	0	20	65	98	24	0,732	0,930	0,528
	Percentage	0	9,7%	31,4%	47,3%	11,6%			
z1.2	Frequency	0	24	63	107	13	0,734		
	Percentage	0	11,6%	30,4%	51,7%	6,3%			
z1.3	Frequency	0	31	83	82	11	0,883		
	Percentage	0	15,0%	40,1%	39,6%	5,3%			
z1.4	Frequency	0	32	69	90	16	0,728		
	Percentage	0	15,5%	33,3%	43,5%	7,7%			
z1.5	Frequency	0	21	79	97	10	0,672		
	Percentage	0	10,1%	38,2%	46,9%	4,8%			
z1.6	Frequency	0	20	71	107	9	0,730		
	Percentage	0	9,7%	34,3%	51,7%	4,3%			
z1.7	Frequency	0	45	67	85	10	0,639		
	Percentage	0	21,7%	32,4%	41,1%	4,8%			
z1.8	Frequency	0	42	83	74	8	0,767		
	Percentage	0	20,3%	40,1%	35,7%	3,9%			
z1.9	Frequency	0	33	55	99	20	0,700		
	Percentage	0	15,9%	26,6%	47,8%	9,7%			
z1.10	Frequency	0	22	77	100	8	0,701		
	Percentage	0	10,6%	37,2%	48,3%	3,9%			
z1.11	Frequency	0	19	48	94	46	0,730		
	Percentage	0	9,2%	23,2%	45,4%	22,2%			
z1.12	Frequency	0	26	82	88	11	0,677		
	Percentage	0	12,6%	39,6%	42,5%	5,3%			
Total	Frequency	0	335	842	1121	186			
	Percentage	0	13,5%	33,9%	45,1%	7,5%			

Table 5. Value of Standardized Loading Factor (SLF), Construct Reliability (CR), and Average Variance Extracted (AVE) in Job Satisfaction

Item	Calculation	Respondents perception					SLF	CR	AVE
		SD	D	N	A	SA			
y1.1	Frequency	0	4	42	121	40	0,714	0,911	0,508
	Percentage	0	1,9%	20,3%	58,5%	19,3%			
y1.2	Frequency	0	6	52	104	45	0,710		
	Percentage	0	2,9%	25,1%	50,2%	21,7%			
y1.3	Frequency	0	6	44	123	34	0,695		
	Percentage	0	2,9%	21,3%	59,4%	16,4%			
y1.4	Frequency	0	16	68	105	18	0,717		
	Percentage	0	7,7%	32,9%	50,7%	8,7%			
y1.5	Frequency	0	3	25	151	28	0,668		

	Percentage	0	1,4%	12,1%	72,9%	13,5%			
y1.6	Frequency	0	9	52	116	30	0,658		
	Percentage	0	4,3%	25,1%	56%	14,5%			
y1.7	Frequency	0	2	69	108	28	0,706		
	Percentage	0	1%	33,3%	52,2%	13,5%			
y1.8	Frequency	0	7	65	96	39	0,751		
	Percentage	0	3,4%	31,4%	46,4%	18,8%			
y1.9	Frequency	0	5	73	95	34	0,788		
	Percentage	0	2,4%	35,3%	45,9%	16,4%			
y1.10	Frequency	0	5	72	103	27	0,710		
	Percentage	0	2,4%	34,8%	49,8%	13%			
Total	Frequency	0	63	562	1122	323			
	Percentage	0	3%	27,1%	54,2%	15,6%			

Every item in the corresponding variables has a standardized loading factor (SLF) greater than 0.50, according to the data processed and shown in tables 4.1, 4.2, 4.3, and 4.4. This outcome shows that all of the variables employed are legitimate and lend credence to the research. Additionally, the composite reliability (CR) values of the examined data are higher than 0.70. This result indicates that all variables meet the composite reliability (CR) criteria, confirming that the data is reliable and demonstrates sufficient internal consistency. Finally, the average variance extracted (AVE) values for each variable are above 0.50, as indicated by the data processing findings in tables 4.1, 4.2, 4.3, and 4.4. Every variable has satisfied good convergent validity, according to this finding.

Table 6. Goodness of Fit Index

<i>Goodness of fit Index</i>	<i>Cut of value</i>	<i>Hasil</i>	<i>Kriteria</i>
CMIN	As small as possible	829.388	
Df		771	
Sig Probability		0.071	
CMIN/DF	≤3,00	1.076	Model Fit
RMSEA	<0,08	0.019	Model Fit
RMR	<0,05	0.035	Model Fit
NFI	≥ 0,90	0.875	Marginal Fit
TLI	≥ 0,90	0.987	Model Fit
IFI	≥ 0,90	0.990	Model Fit
CFI	≥ 0,90	0.990	Model Fit
PNFI	Higher values (closer to 1)	0.713	Model Fit

Based on the results of the goodness of fit test in Table 6., it is stated that all tested models have met the standards and are considered fit, indicating that these models sufficiently represent the data and have a good fit with the observed data. This also suggests that the model structures are appropriate and accurately reflect the relationships between the variables studied. In other words, the models used in this research can effectively explain the data and the hypothesized relationships.

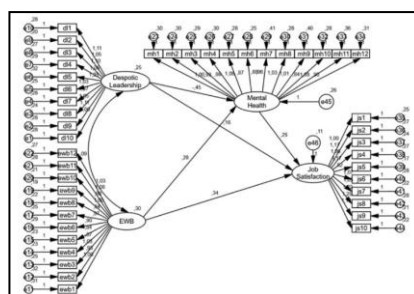


Figure 2. Full Model Testing

Hypothesis Testing

The results of the hypothesis testing in this study can be seen in Table 4.6, which illustrates the influence of each tested variable.

Table 7. Hypothesis Testing

Hypothesis	Path	Estimate	S.E.	C.R.	P	Conclusion
H1	DL ---> MH	-,438	,088	-4,954	0,00	Supported
H2	EWB ---> MH	,376	,081	4,625	0,00	Supported
H3	DL ---> JS	-,226	,066	-3,418	0,00	Supported
H4	EWB ---> JS	,415	,073	5,664	0,00	Supported
H5	MH ---> JS	,197	,058	3,372	0,00	Supported

Based on the data analysis results presented in Table 4.6, the findings indicate that each hypothesis tested in this study is accepted. This is because each hypothesis has a p-value in Table 4.6, is below the alpha value ($\alpha = 0.05$), further indicating that each hypothesis tested in this study is significant.

Table 8. Sobel Test – Significance of Mediation

Hypothesis	Path	STS	Two Tailed Probability	Conclusion
H6	DL ---> MH ---> JS	-2.8055	0,005	Supported
H7	EWB ---> MH ---> JS	2,7411	0,006	Supported

Based on the data processed and presented in Table 4.7, it is stated that mental health (MH) can significantly mediate the indirect effect between despotic leadership (DL) and employee well-being (EWB) on job satisfaction (JS). This is because the probability values of each hypothesis, namely H6 and H7, are 0.005, respectively, which are smaller than the alpha value ($\alpha = 0.05$).

4.2 Discussion

Despotic Leadership and Mental Health

In the discussion regarding the influence of despotic leadership on mental health, there are results showing that despotic leadership has a significant impact on mental health, with a p-value of 0,000 ($p < 0.05$). Previous studies by (Pyc et al., 2017) show that despotic leadership tends to increase anxiety, depression, and stress among employees, which ultimately negatively affects their mental health. This is because a work environment that is tightly controlled by despotic leaders often creates feelings of fear, insecurity, and a lack of emotional support in the workplace. Supported by another investigation conducted by Mehmood, S., et al. (2023), that found despotic leadership has negative effect on psychological well-being of the employees of the SMEs in Pakistan. The study conducted by Raza, B., Sair, S.A., & Shan, M. (2024) found that despotic leadership has a negative impact on employee engagement, both directly and indirectly, through psychological stress. This research emphasizes the importance of prioritizing leadership development and initiatives to maintain employees' mental health in order to preserve well-being and productivity. Another study by Amin, H., et al. (2024), which examined the impact of despotic leadership on the performance of university faculty members, explained that faculty staff may feel uncomfortable and anxious due to unfriendly leadership behavior. This leads to a negative work environment and decreases the willingness of staff members to share new ideas. These results also suggest the potential for fostering an unfriendly work atmosphere that endangers the mental health of faculty members. When a company recognizes the presence of despotic leadership, it can implement leadership training aimed at developing employees' leadership skills and creating a more positive work environment. Other

than that, companies can establish support systems such as counseling services to help them cope with stress and anxiety related to despotic leadership.

Employee Well-Being and Mental Health

There is a significant influence of Employee Well-Being (EWB) on mental health, with a p-value of 0,000 ($p < 0.05$). The obtained coefficient value is 0.376, indicating a positive influence. This means that the better the EWB, the better the mental health will be, and vice versa. Research indicates that a positive state of well-being not only enhances individual productivity but also fosters a healthier organizational climate (Devi Aryanti et al., 2020); (Sophian et al., 2021.). Research on the relationship between employee well-being and mental health has been conducted by previous researchers, such as Monteiro, E., & Joseph, J. (2023), discussing factors that can enhance employee well-being and mental health, including work-life balance, social support, reasonable job objectives, supportive leadership, efficient rules, and a positive workplace culture. Another study also addresses employee well-being factors that affect mental health, such as flexible work arrangements and comprehensive health and wellness programs (Daraojimba, R.E., et al. 2024). Companies are anticipated to give employee well-being more consideration in light of the study's findings, which will help to improve workers' mental health at work. The outcome of applying this relationship will not only increase employee job satisfaction but also enhance their productivity. Companies can implement employee mental health assessment surveys, and if the results show that employees require serious attention, actions to improve well-being can be taken as a strategy to address employee mental health issues.

Despotic Leadership and Job Satisfaction

In discussing the influence of despotic leadership on job satisfaction, research results show a significant effect, with a p-value of 0,000 ($p < 0.05$). A study conducted by Raja, U., et al. (2020) states that despotic leadership has a significant impact on job satisfaction. Furthermore, a study conducted within the university setting in Pakistan by Abid, M.N., et al. (2024) also found that despotic leadership has a substantial effect on job satisfaction. Theoretically, this means that the better the despotic leadership, the higher the employees' job satisfaction. Despotic leadership is often identified as a leadership style that is authoritarian, dominant, and frequently lacks empathy for the needs of employees. According to (Nauman et al., 2018) despotic leadership correlates with a decrease in job satisfaction because Workers believe they have no authority over their work and often feel pressured by the authoritarian behavior of their leaders. This creates a stressful and unpleasant work environment, ultimately reducing employee motivation and commitment to the organization. The study performed by Zhou, X., et al. (2021) also shows that despotic leadership has a negative effect on employee job satisfaction. This means that when a company has despotic leadership, there is a high likelihood that employee job satisfaction will decrease. Therefore, companies need to pay attention to the leadership styles implemented to maintain employee job satisfaction.

Employee Well-Being and Job Satisfaction

There is a significant influence of Employee Well-Being (EWB) on job satisfaction, with a p-value of 0,000 ($p < 0.05$). This means that the better the EWB, the better the job satisfaction will be, and vice versa. The relationship between employee well-being and job satisfaction has been previously studied by Abdullah, M. I., et al. (2020), which found that employee well-being can mediate the influence between job satisfaction and employee performance, thereby establishing a positive and significant relationship among the variables. Based on the research conducted by Zendrato, M.E., & Mardiana, N. (2024) on employees working in the private sector in Bandar Lampung, the findings show that employee well-being has a direct and

significant effect on job satisfaction. Similarly, a study conducted on hotel employees by Jung, H.S., Hwang, Y., & Yoon, H.H. (2023) also found that employee well-being significantly influences employee job satisfaction. Through the positive and significant influence of employee well-being on job satisfaction, companies can place greater emphasis on employee well-being in the workplace to enhance job satisfaction levels. For instance, companies can offer wellness programs, such as fitness memberships, mental health support, stress management workshops, and healthy lifestyle initiatives to support physical and mental well-being.

Mental Health and Job Satisfaction

There is a significant influence of mental health on job satisfaction, with a p-value of 0,000 ($p < 0.05$). This means that the better the mental health, the better the job satisfaction will be, and vice versa. Previous research conducted by Lin, H., et al. (2021) discussed the relationship between mental health and job satisfaction. The study mentioned that employees who are unable to express themselves freely in the workplace may experience health issues such as lack of enthusiasm, mental fatigue, and irritability. The study also explained that the higher the level of job satisfaction, the higher the employees' intention to remain in their jobs. However, when physical and mental health problems arise, the employees' intention to leave their jobs increases. Another study conducted by Peng, Y., Wu, H., & Guo, C. (2022) also examined the strong relationship between teacher autonomy, teaching efficacy, job satisfaction, and mental health. The study concluded that teachers with higher autonomy tend to have higher teaching success, greater job satisfaction, and better mental health. Because mental health affects how people think, feel, and act, it is crucial from childhood and adolescence to maturity. It also affects their ability to deal with stress, communicate with others, and make sensible choices (CDC, 2024). In relation to job satisfaction, based on the results of this study, it can be concluded that when employees have good mental health, their job satisfaction will increase. (Cao et al., 2022) stated that good mental health supports engagement and job satisfaction. Employees with good mental health are better able to contribute positively in the work environment. To maintain employees' mental health, companies can take several actions, such as ensuring a balance between employees' work and personal lives. Additionally, they can implement a supportive, collaborative work culture that is free from excessive stress or conflict. Moreover, companies can provide recognition for employees' contributions and achievements, which can enhance their sense of being valued and motivated.

Mental Health as a Mediator Between Despotic Leadership and Job Satisfaction

A p-value of $0,005 < 0.05$ indicates that there is a substantial indirect impact of despotic leadership on job satisfaction through mental health. This result indicates that mental health acts as a mediator in the relationship between despotic leadership and job satisfaction. The relationship between despotic leadership, mental health, and job satisfaction has also been discussed by several researchers, such as Shivane, D.D. (2022); Bulińska-Stangrecka, H., & Bagieńska, A. (2021); Pereira, H., et al. (2021); and Amin, H., et al. (2024). In conclusion, these studies agree that these variables can be interconnected and exert a significant influence on each other. In this context, mental health serves as a link between despotic leadership and job satisfaction. When despotic leadership negatively affects employees' mental health, it can reduce their job satisfaction. Employees who experience high stress and mental health issues are more likely to feel dissatisfied with their jobs, feel unappreciated, and experience burnout. (Nauman et al., 2018) suggest that despotic leadership is associated with increased anxiety and stress, which negatively impacts job satisfaction. Their research highlights the importance of paying attention to leadership styles to maintain employee well-being. (Wolor et al., 2022) state

that poor leadership can undermine employees' mental health, which in turn reduces job satisfaction. This research emphasizes the importance of positive leadership in creating a healthy work environment. From the above studies, it is clear that despotic leadership can indirectly affect job satisfaction through mental health. Organizations should strive to understand and improve the leadership styles implemented to enhance employees' mental health and, in turn, increase job satisfaction.

Mental Health as a Mediator Between Employee Well-Being and Job Satisfaction

A p-value of $0,005 < 0.05$ indicates that employee well-being (EWB) significantly influences job satisfaction through mental health. This result indicates that mental health functions as a mediator in the relationship between EWB and job satisfaction. This indirect effect occurs because good employee well-being can enhance employees' mental health. Previous research has explained the relationship between employee well-being and mental health, highlighting several factors that enhance employee well-being and mental health, such as flexible working hours, career development opportunities, organizational justice and compensation policies, a healthy and safe work environment, recognition of achievements, participation, and the opportunity to make decisions (Mahdia, A. 2024). Additionally, other studies have indicated that both employee well-being and mental health have a positive and significant effect on job satisfaction (Waqas, M., et al. 2021; Steele, N.M., Rodgers, B., & Fogarty, G. 2020). When employees feel happy and their well-being is taken into account, they will have lower stress levels and be better able to cope with challenges in the workplace. Good mental health then increases job satisfaction, as mentally healthy employees tend to feel more engaged, motivated, and satisfied with their jobs. (Hakanen & Schaufeli, 2012) found that employee well-being contributes to good mental health and job satisfaction. Employees with good well-being are likely to be more satisfied with their jobs. (Paggi & Jopp, 2015) demonstrated that support and recognition for employee well-being are positively related to mental health and job satisfaction. This research highlights the importance of these factors in creating a satisfying work environment. From these studies, it is clear that Employee Well-Being (EWB) has a significant indirect influence on job satisfaction through mental health. Therefore, organizations need to pay attention to and enhance employee well-being to improve their mental health, which in turn will contribute to increased job satisfaction.

5. Conclusion

Based on the research conducted, the results show that the independent variables tested in this study, namely despotic leadership (DL) and employee well-being (EWB), have a positive and significant effect on mental health (MH) and job satisfaction (JS). Additionally, this research successfully examined the role of mental health as a mediator in exploring the indirect effect between despotic leadership and employee well-being on job satisfaction, with the result showing that mental health as a mediator has a positive and significant effect. Through these findings, companies can use this research as a foundation for strategic planning to improve employee job satisfaction. Furthermore, the results of this study can also expand knowledge and insights within the scope of human resource management, which can be beneficial for many who need it.

This study has a number of drawbacks, including the sample population's composition only of employees from the Civil Service Police Unit (Satpol PP) in West Kalimantan Province. Future research is encouraged to broaden the sample population, including employees working in MSMEs or in other government agencies such as state-owned enterprises (BUMN). Another limitation is the variables used, focusing only on leadership style and employee well-being. It

is widely recognized that many factors can influence employee job satisfaction. Therefore, future research could explore other factors that may affect job satisfaction.

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