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Leadership Style, Motivation, and Internal Communication Influence PT XYZ Employees Work Effectiveness Via Job Satisfaction

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Abstract: Every organization or company needs to effectively utilize working time, which means that in a company or institution, time should be used efficiently without wasting any. The objective of this study is to analyze the impact of leadership style, motivation, and internal communication on work effectiveness by means of job satisfaction at the PT XYZ office. This study utilizes a quantitative approach, utilizing primary data sources. A purposive selection strategy was used to choose a sample of 87 employees from PT XYZ. The study's findings indicate that internal communication has the most significant impact on job satisfaction. The leadership style has a substantial positive impact on work effectiveness. This suggests that as the level of leadership style increases, the level of work effectiveness also increases. Motivation does not significantly influence work effectiveness, suggesting that higher levels of motivation do not influence work effectiveness. Internal communication significantly positively impacts work effectiveness. Job satisfaction does not influence work effectiveness, suggesting that higher levels of job satisfaction do not influence work effectiveness. Leadership style significantly influences job satisfaction positively. However, the results differ for motivation, which does not significantly influence job satisfaction. This suggests that higher levels of motivation do not influence job satisfaction.

Keyword: Leadership Style, Motivation, Internal Communication, Work Effectiveness, Job Satisfaction.

INTRODUCTION

Human resources are the most crucial factor compared to other factors such as technology and capital because humans are the driving force. Therefore, it is important to manage human resources well to enhance the effectiveness and efficiency of an organization or company. This is because the effectiveness of employees' work also determines the effectiveness of the organization's work. Generally, every organization or institution strives to improve its

effectiveness to achieve its predetermined goals. Resources require competent abilities in their field, so individuals with insight, creativity, knowledge, and shared vision and mission with the company become highly valuable resources. One result of seeing human resources as a company's most precious asset is the company's success (Arraniri, 2021).

According to Juharni (2022), effectiveness is the achievement of predetermined goals at the right time in planning using specific resources allocated to perform various types of activities. Every organization or company requires structured management to achieve specific goals for the organization or company. Then there is the need for effective time utilization in work, which means that time utilization in a company or institution should be used effectively without wasting any. After that, in an institution or company, the use of facilities that should meet the required standards is necessary. Following that, institutions require the ability of every member or employee to adapt to their work. Finally, when work is said to be effective, it is work completed according to the applicable SOP in the institution or company.

PT XYZ is a company that provides quality and consistent household products, is oriented towards customer satisfaction, and has the vision to become the best household equipment company in Southeast Asia and provide optimal value to all stakeholders and the general public.

PT XYZ will produce household products accepted in the market by continuously developing the industry towards improvement and becoming a benchmark in the same segment. It is in this company that PT XYZ's employees should ideally work optimally for the advancement of product quality. Below are the performance achievement data from 2021 to 2023.

Table 1. Performance Achievement 2021-2023

Criteria for Evaluation:	Eval uation Targets	Year		
		2021	2022	2023
Responsibility for completing tasks to company work standards	100 %	0%	0%	0%
Ability to accomplish assigned tasks	100 %	5%	0%	5%
Ability to collaborate effectively and efficiently	100 %	0%	0%	0%
Compliance with obligations and prohibitions	100 %	0%	0%	0%
Attendance discipline	100 %	0%	5%	0%
Average achievement	100 %	7%	5%	3%

Source: PT XYZ, 2023

According to the data provided, it is evident that the performance achievement of PT XYZ from 2021 to 2023 exhibits a decline in employee performance percentage. Specifically, there was an 87% fall in performance in 2021, followed by a further 85% decrease in the objective in 2022, and another decline in performance assessment by 83% in 2023, while the company set a performance target of 100%. This indicates that the actual performance does not align with the set targets. Therefore, there is still a need to improve performance. This raises concerns about the suboptimal achievement of PT XYZ's performance, indicating ineffective

performance. Problems with leadership, inspiration, communication, and contentment contribute to inefficient performance.

Leadership is one of the crucial factors in work effectiveness. According to Junaidi & Susanti (2019), a leader must possess various skills, experiences, character, and motivation, which are no longer solely based on the pride they gain and universal work experience. Leadership plays a vital role because leaders lead and direct the organization or company toward its goals. Subordinates are influenced in such a way that they can contribute and participate effectively and efficiently in the organization or company. Leadership in an organization or company can occur due to the interaction between several important components such as managers, employees, and specific work environment conditions (Khaliffa, 2023). Supporting this idea is research by Fariska, Kirana, and Subiyanto (2022) that found no correlation between leadership style and productivity on the job. However, a separate study conducted by Juharni (2022) indicates a strong and meaningful correlation between leadership and the effectiveness of employees' work.

Communication is also a factor that can influence work effectiveness. Communication is a source of accurate information dissemination (Nurhadi & Kurniawan, 2018), usually done verbally. In activities, conveying messages, ideas, and even thoughts from one party to another is necessary (Rusda et al., 2022). Therefore, communication is closely related to effectiveness (Rusda et al., 2022). Effective communication is useful for preventing or resolving issues (Fahmi & Mudiantono, 2019); if good communication can be established, the interlocutor can understand the intention behind the statement to be conveyed (Rachmayuniawati, 2018).

Another factor influencing work effectiveness is employee motivation. According to Effendi & Yogie (2019), work motivation is defined as one's innate feeling to drive them to perform tasks and duties towards achieving the company's set goals. Employees with good work motivation will always be enthusiastic and willing to devote most of their time to helping the company achieve its goals (Issalillah, 2019). Finding that intrinsic motivation has a favorable effect on productivity in the workplace, Junaidi and Ahmad (2019) lend credence to this idea. Nonetheless, according to Fariska's (2022) research, intrinsic drive has no bearing on productivity on the job.

Job satisfaction is another aspect that might impact work effectiveness. Job satisfaction is a crucial factor in preserving the caliber of human resources and the vitality of any firm. According to Meilani (2019), employee work satisfaction is considered a vital aspect of a healthier high school environment, particularly in the academic realm. To assess the degree of employee work satisfaction, it is necessary to differentiate whether someone is genuinely satisfied at work or just satisfied with certain factors, to what extent various important job aspects influence their current job satisfaction intensity, and to recognize when the employee feels satisfied with their work and when they do not. Every employee not only thinks of doing their best for their workplace but also expect rewards for their work, and if their remuneration is not met through a good compensation system, they are more likely to quit and look for another job. This also applies to a lower level of satisfaction; they will seek another job (Siahaan & Meilani, 2019). Findings from the study by Sembiring et al. (2021) corroborate this idea, showing that contentment in one's profession significantly impacts productivity on the job. Furthermore, Mardhiah (2021) discovered that job satisfaction significantly affects performance on the job.

Based on field observations conducted in June 2022, it turns out that there are still many realities that do not meet expectations, namely the low level of work motivation. This is proven by the regularity with which employees are tardy to work, which causes a backlog of office tasks, employees who leave the workplace without permission, and a waste of office space. The employees of PT XYZ demonstrate a lack of work motivation, which can be attributed to the leadership style employed by the management.

After conducting observations, some employees still feel hesitant to express their ideas to department leaders whom they consider the highest-ranking individuals in the organization and always deserving of respect. Employees always wait for orders from superiors and try to carry out orders without input from the employees themselves. Employees also rarely discuss work; they often gather but discuss informal matters.

In light of the foregoing, the author intends to investigate PT XYZ's management philosophy, employee morale, internal communication, and work satisfaction. The novelty in this research is the use of an intervening variable, namely employee job satisfaction. Therefore, the research focuses on the Influence of leadership style, work motivation, and internal communication on work effectiveness with job satisfaction as the intervening variable among PT XYZ office employees.

METHOD

The research utilized quantitative approaches as described by Sugiyono (2018). This study employed unprocessed data collected from scattered surveys. The sample size for this study consists of 680 employees from PT XYZ. Meanwhile, the researchers employed the Slovin algorithm to determine the sample size, which yielded a sample of 87 employees from Mr DIY Indonesia. This study employed the Likert scale to measure participants' responses. They were required to complete questionnaires expressing their level of agreement with the given statements. The respondents' answers were assessed using a 1-5 interval scale, encompassing the options of Strongly Disagree (SD), Disagree (D), Neutral, Agree (A), and Strongly Agree (SA). The data analysis strategy employed Structural Equation Modeling (SEM) with Partial Least Squares (PLS) to perform validity and reliability assessments. Subsequently, a series of tests were conducted to determine the substantial impact of independent variables on dependent variables using hypothesis testing.

RESULT AND DISCUSSION

Leadership Style

According to Sasongko et al. (2021), one way to describe leadership is as the ability to rally people around a shared goal. Indicators such as these are utilized:

1. Motivation and goal-setting
2. The impact of individuals
3. Mental challenge
4. Focus on personal growth
5. Inspiring

Motivation

Motive is derived from the Latin word *movere*, meaning drive or movement (Ramadhan, 2019). Indicators such as these are utilized:

1. The requirements of the body
2. Requirements for Safety
3. Societal requirements
4. Needs for self-esteem
5. Needs for self-actualization

Internal Communication

A company's or organization's internal communication can be either horizontal or vertical, and it consists of ideas being exchanged between administrators and employees (Effendy, 2019). Indicators such as these are utilized:

1. Efficacy of information gathering
2. Intensity of communication
3. The efficacy of communication

4. Message comprehension
5. Attitude shift
6. Interactions with Workers

Work Effectiveness

Najib (2019) defines effectiveness as the whole process within an organization that encompasses execution, division of tasks, and delegation of authority in order to accomplish the organization's primary objectives. The subsequent indicators are utilized:

1. Workload
2. Workmanship
3. Efficient Allocation of Time

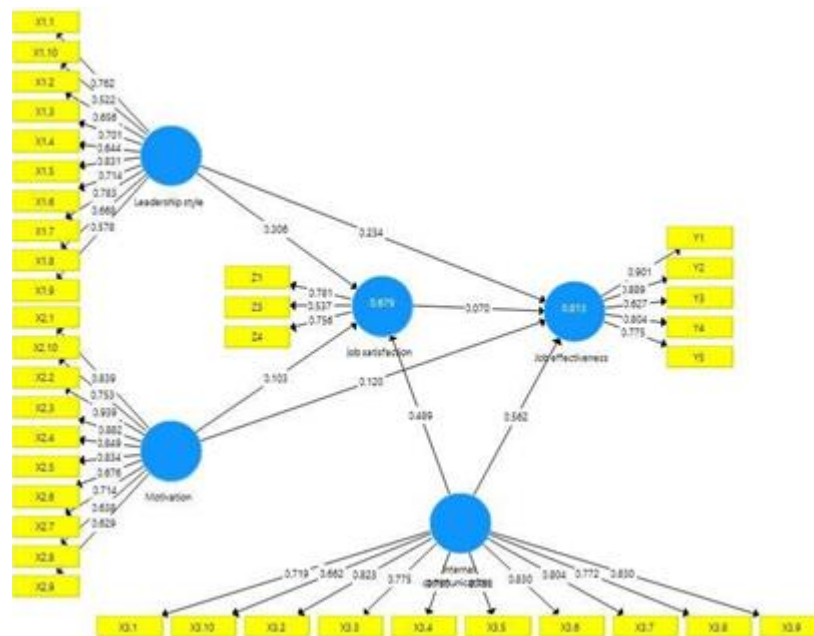
Job Satisfaction

Satisfaction is a feeling that makes each feel supported or not supported about their work or personal conditions (Mangkunegara, 2020). The following indicators are used:

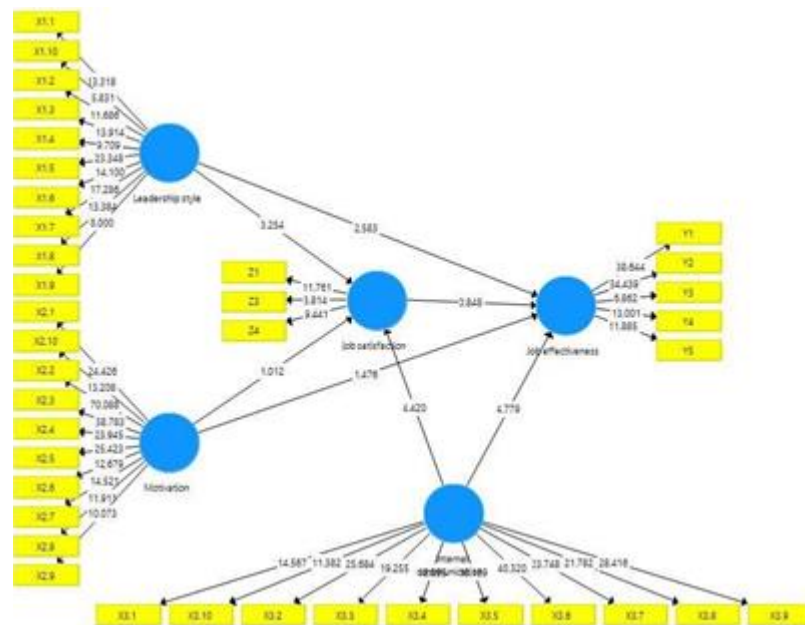
1. Occupation
2. Remuneration
3. Advancement
4. Oversight
5. Colleagues

Inner Model Test

The findings of the analysis conducted at the inner level are as follows: The T-value is derived from the loading factors, while the t-value is derived from the coefficients of the direct effect paths.



The results of the analysis at the inner level are as follows: (P-value of the direct effect path coefficients)



Taken from Model Bootstrapping, Model Blindfolding, and Model PLS data. The following is an explanation of each of the aforementioned diagrams:

Direct Effects

In order to determine if the hypothesis may be accepted or rejected, a T-statistic analysis is conducted on the Inner Model. This involves comparing the T-statistic values, which should be greater than 1.96, and the P-values, which should be less than 0.05. If the calculated p-value is more than the predetermined threshold, the hypothesis can be rejected. The test findings are as follows:

Table 2. T-Statistic Analysis

Hipotesis	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Explanation
Leadership Style -> Work Effectiveness	225	2,491	7	Accepted
Motivation -> Work Effectiveness	118	1,482	62	Rejected
Internal Communication -> Work Effectiveness	567	4,675	0	Accepted
Job Satisfaction -> Work Effectiveness	73	960	169	Rejected
Leadership Style -> Job Satisfaction	303	3,161	1	Accepted
Motivation -> Job Satisfaction	103	1,110	134	Rejected
Internal Communication -> Job Satisfaction	489	4,272	0	Accepted

Source: Data processed by researchers (2024)

Based on the table above, out of the 7 hypotheses, 4 hypotheses are accepted because of their significance values are below 0.05, namely the first, third, fifth, and seventh hypotheses, while the remaining 3 hypotheses are rejected.

Indirect Effects

This section analyzes the level of significance of leadership style, motivation, and internal communication on work effectiveness indirectly through the mediation of job satisfaction. The test results are presented in the following table.

Table 3. Indirect Effect

	Original Sample	T Statistics	P Values	Explanation
<i>Leadership Style -> Job Satisfaction -> Work Effectiveness</i>	21	818	207	Not Significant
<i>Motivation -> Job Satisfaction -> Work Effectiveness</i>	7	580	281	Not Significant
<i>Internal Communication -> Job Satisfaction -> Work Effectiveness</i>	34	839	201	Not Significant

Source: Data processed by researchers (2024)

Based on the indirect effect testing, it is known that the job satisfaction variable has not been able to mediate the influence of the leadership style, motivation, and internal communication variables on work effectiveness.

The analysis of the correlation between leadership style and work effectiveness yielded a p-value of 0.007, which is less than the significance level of 0.05. This result indicates that we can accept the alternative hypothesis (H1). These findings suggest that there is a positive correlation between leadership style and work effectiveness. Specifically, for every 1 unit increase in leadership style, there is a corresponding increase of 0.225 in work effectiveness. This suggests that adopting a more effective leadership style can improve the efficiency and productivity of work. According to the data gathered and examined by experts, there is a statistical correlation between leadership style and work effectiveness, indicating that leadership style has a beneficial impact on job effectiveness. Juharni's (2022) research provides evidence of a strong and meaningful correlation between leadership and employee work effectiveness.

In the second hypothesis, there is a correlation between motivation and work effectiveness, with a p-value of $0.062 > 0.05$, indicating that H2 is rejected. Therefore, it can be concluded that there is no correlation between motivation and job effectiveness, indicating that a change in motivation by 1 unit will not have any impact on work effectiveness. According to the data gathered and examined by researchers, there is no statistical evidence to suggest that motivation has an impact on work effectiveness. This statement challenges the findings of Junaidi and Ahmad (2019), who discovered a favorable impact of job motivation on the effectiveness of employees.

In the third hypothesis, a correlation is observed between internal communication and work effectiveness, with a p-value of 0.000, which is less than 0.05. This indicates that H3 is accepted. This implies that there is a positive correlation between internal communication and work effectiveness, suggesting that for every increase of 1 unit in internal communication, there will be a corresponding gain of 0.567 in work effectiveness. Therefore, improved internal communication can increase work efficiency. According to the data gathered and examined by academics, there is a statistical correlation between internal communication and work effectiveness, indicating a beneficial influence. The research conducted by Fahmi & Mudiantono (2019) affirms that effective communication plays a crucial role in preventing or resolving conflicts. One way people can make sure their words are understood is by honing their communication skills. The source cited is Rahmayuniawati (2018).

Next, for the fourth hypothesis, there is a correlation between job satisfaction and work effectiveness, with a p-value of $0.169 > 0.05$, indicating that H4 is rejected. This means that job satisfaction does not influence work effectiveness, implying that an increase in job satisfaction by 1 unit will not influence work effectiveness. Based on the data collected and analyzed by researchers, statistically, job satisfaction does not influence work effectiveness. This statement contradicts the findings of Sembiring et al. (2021), who concluded that job satisfaction had a positive and significant impact on work effectiveness.

The fifth hypothesis states that a correlation between leadership style and work satisfaction exists statistically. Given that the p-value is less than the significance level of 0.05

(0.001), we can conclude that hypothesis H5 is correct. These results point to a link between leadership style and contentment in one's work environment. In particular, we anticipate a 0.303-unit improvement in work satisfaction for every 1-unit rise in leadership style. This suggests that an improved leadership style has the potential to increase job satisfaction. According to the data gathered and examined by experts, there is a statistical correlation between job satisfaction and leadership style, indicating that job happiness has a beneficial impact on leadership style. The research conducted by Feri et al. (2020), Abdelwahed et al. (2022), Ángeles López-Cabarcos et al. (2022), Eliyana et al. (2019), and Mukmin et al. (2021) provides evidence that leadership style has an impact on job satisfaction. Tambunan (2020) demonstrates that the leadership style has a beneficial and substantial impact on staff performance.

In the sixth hypothesis, there is a correlation between motivation and job satisfaction, with a p-value of $0.134 > 0.05$, indicating that H6 is rejected. This means that motivation does not influence job satisfaction, implying that an increase in motivation by 1 unit will not influence job satisfaction. Based on the data collected and analyzed by researchers, statistically, motivation does not influence job satisfaction. This statement contradicts the findings of Rasyid and Tanjung (2018), who concluded that motivation has a substantial impact and a clear relationship with job satisfaction. According to the study conducted by Rihdo and Susanti (2019), motivation has a favorable and substantial impact on the level of job satisfaction experienced by employees. According to the study conducted by Amali et al. (2022), it has been found that work motivation has a notable and favorable impact on job satisfaction.

Ultimately, the seventh hypothesis establishes a significant link between internal communication and job satisfaction, as evidenced by a p-value of 0.000, which is less than the threshold of 0.05. Therefore, H7 is accepted. What this means is that effective internal communication contributes to a more satisfying work experience. Job satisfaction is predicted to rise by 0.384 units for every 1 unit increase in internal communication. This suggests that improving internal communication can increase job satisfaction. Researchers have collected and evaluated data that shows a statistically significant positive correlation between job satisfaction and internal communication. Ulfa and Surenda (2018) found that communication significantly affects employees' satisfaction with their jobs, which supports this idea. According to research by Pamungkas et al. (2022), effective communication has a positive and significant effect on workers' happiness on the job.

Conceptual Framework

The independent variables (X) in this study are leadership style, motivation, and internal communication. The dependent variable in this study is work effectiveness (Y), while the intervening variable is job satisfaction (Z). The research conceptual framework, depicted in Figure 1 below, is based on the relationship between variables and study hypotheses described earlier.

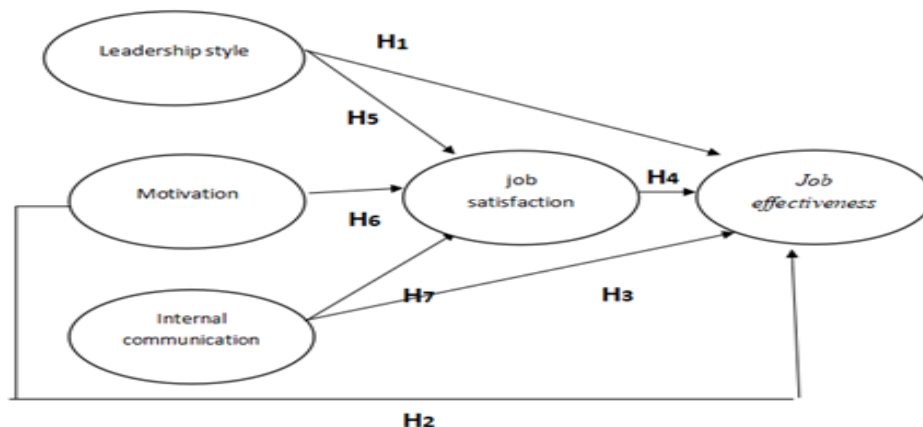


Figure 1. Conceptual Framework**The Influence of Leadership Style on Work Effectiveness**

Leadership plays a crucial role as leaders are the ones who guide and direct organizations or companies in achieving their goals. Subordinates are influenced in such a way that they can effectively and efficiently contribute to the organization or company. Leadership within an organization or company can occur due to the interaction between several key components such as managers, employees, and specific work environment conditions (Khaliffa, 2023). Research (Juharni, 2022) backs this up, stating that leadership has a favorable and significant effect on employee work effectiveness.

The Influence of Motivation on Work Effectiveness

According to Effendi & Yogie (2019), Work Motivation is defined as one's instinctual feeling to drive them to perform tasks and duties towards achieving the company's goals. Employees with good work motivation will always be enthusiastic and willing to dedicate most of their time to assisting the company in achieving its objectives (Issalillah, 2019). Junaidi and Ahmad (2019) provided support for the notion that job motivation has a favorable impact on employee work effectiveness.

The Influence of Internal Communication on Work Effectiveness

Communication is a source of accurate information dissemination (Nurhadi & Kurniawan, 2018), usually done orally. In carrying out activities, the transmission of messages, ideas, and even concepts from one party to another is necessary (Rusda et al., 2022). Therefore, communication is closely related to effectiveness (Rusda et al., 2022). Effective communication also helps prevent or resolve issues (Fahmi & Mudiantono, 2019). If one can establish good communication, the interlocutor can understand the intent behind the statements to be conveyed (Rachmayuniawati, 2018).

The Influence of Job Satisfaction on Work Effectiveness

To determine the level of employee job satisfaction, it is necessary to distinguish whether someone is truly satisfied at work, or merely satisfied with certain factors. Employees not only think about doing their best for their workplace but also expect rewards for their work. If the compensation for their work is not met through a good compensation system, they are likely to resign and seek other jobs (Siahaan & Meilani, 2019). According to a study conducted by Sembiring et al. (2021), there is evidence to suggest that job satisfaction has a beneficial and notable impact on work effectiveness.

The Influence of Leadership Style on Job Satisfaction

Leadership style is one of the crucial factors in improving the quality and quantity of employee performance; therefore, it has a significant impact if leaders fail to motivate their employees to work harder. By acknowledging employees' efforts, their performance will improve, and the relationship between leaders and employees will become closer (Erri and Asymar, 2021). Previous studies such as Feri et al., (2020), leadership style has an effect on job satisfaction, as demonstrated by Abdelwahed et al. (2022), Ángeles López-Cabarcos et al. (2022), Eliyana et al. (2019), and Mukmin et al. (2021). Employee performance is greatly influenced by leadership style, according to Tambunan (2020).

The Influence of Motivation on Job Satisfaction

An employee will not perform optimally without high internal motivation. Therefore, companies need to pay attention to factors that can foster motivation among employees. Increasing the level of motivation elements leads to a corresponding increase in performance, which in turn leads to job satisfaction. Research conducted by Rasyid and Tanjung (2018)

confirms that motivation has a substantial impact on job satisfaction. The study conducted by Rihdo and Susanti (2019) affirms that motivation exerts a favorable and substantial impact on employee job satisfaction. The study conducted by Amali et al. (2022) affirms that work motivation exerts a substantial and favorable impact on job satisfaction.

The Influence of Internal Communication on Job Satisfaction

In a company, communication is one of the basic needs and activities of employees. This can be understood because poor communication has wide-ranging impacts on organizational life, such as conflicts between employees. Conversely, effective communication can increase mutual understanding and cooperation, leading to job satisfaction. Ulfa and Surenda (2018) found that communication significantly and positively affects employee job satisfaction, lending credence to this idea. According to studies conducted by Pamungkas et al. (2022), effective communication significantly impacts employee job satisfaction.

CONCLUSION

According on the findings of the performed research, it can be inferred that:

- 1) Internal communication is the biggest predictor that influences job satisfaction.
- 2) Leadership style has a significant positive effect on work effectiveness. This indicates that the higher the level of leadership style, the greater the work effectiveness.
- 3) Motivation does not influence work effectiveness. This indicates that the higher the level of motivation, the less it will influence work effectiveness.
- 4) Internal communication has a significant positive effect on work effectiveness. Job satisfaction does not influence work effectiveness. This indicates that the higher the level of job satisfaction, the less it will influence work effectiveness.
- 5) Leadership style has a significant positive effect on job satisfaction.
- 6) The different result obtained is that motivation does not influence job satisfaction. This indicates that the higher the level of motivation, the less it will influence job satisfaction.

Suggestions in this study are that the R Square value is 0.813, which means there are still many factors that can influence work effectiveness besides the variables in this research model, so this model still has very potential for development. To enhance future study, it is anticipated that this model can be enhanced by incorporating additional predictors or mediator variables, such as work discipline.

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