



## EFFECT OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE AND EFFECTIVE COMMUNICATION ON EMPLOYEE SATISFACTION AT PT. FAJAR LESTARI ABADI

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### ABSTRACT

This study aims to determine: (1) The effect of leadership style, organizational culture and effective communication on employee job satisfaction. (2) The influence of leadership style on employee job satisfaction. (3) The influence of organizational culture on employee job satisfaction. (4) The effect of effective communication on employee job satisfaction.

The results of the study conclude: 1) Leadership style, organizational culture and effective communication have a significant effect on employee job satisfaction at PT. Fajar Lestari Abadi, 2) Leadership style has a significant effect on employee job satisfaction at PT. Fajar Lestari Abadi, 3) Organizational culture has a significant effect on employee job satisfaction at PT. Fajar Lestari Abadi, 4) Effective communication has a significant effect on employee job satisfaction at PT. Fajar Lestari Abadi.

**Key Words:** Leadership Style, Organizational Culture, Effective Communication And Employee Job Satisfaction.

### Introduction

The life of the human resource community has a very important role, where human resources are a very important asset in an organization or company. Without human resources, activities within the organization will not run smoothly and organizational goals will not be achieved. Theoretically, the better the cooperation in the work group, the higher the group's productivity. Human resources are someone who is ready to be willing and able to contribute to efforts to achieve organizational goals (Zainal et al, 2014). Organizations or communication companies have an important role, especially in forming an effective and efficient organization. Communication built within the organization should be established in a good relationship so that the organization becomes healthy or good communication between superiors and subordinates, superiors and superiors, subordinates and subordinates, subordinates and superiors.

PT. Fajar Lestari Abadi is one of the distributors of Silver Queen and Ceres. PT. Fajar Lestari Abadi has several branches, one of which is in Kendari. Based on the results of the pre-study, information was obtained that the job satisfaction of PT. Fajar Lestari Abadi has not fully met expectations. In the aspect of

leadership style, among others, it appears that the leadership pays less attention to employees. In this case the leader should understand what employees need and know what desires make employees satisfied so as to increase job satisfaction. In the aspect of organizational culture, among others, it appears that employees do not follow the existing organizational culture, for example, employees who come to work are often late so that it is not implemented in accordance with the culture applied in the company. In the aspect of effective communication, among others, it appears that communication within the company has not run optimally. This is because there are still obstacles in the delivery of information from the leadership to employees.

In the aspect of leadership style, among others, it appears that the leader pays less attention to employees. In this case the leader should understand what employees need and know what desires make employees satisfied so as to increase job satisfaction. Where the consequences that must be lived by employees are to work diligently, disciplined, and enthusiastically to meet the targets desired by the company so that the employees concerned will get rewards in the form of bonuses or promotions from superiors or the company.

In the aspect of organizational culture, among others, it appears that employees do not follow the existing organizational culture, for example, employees who come to work are often late so that it is not implemented in accordance with the culture applied in the company. The culture instilled by PT. Fajar Lestari Abadi Kendari is hard working, honest and disciplined. Hard work means that employees in the company work diligently in accordance with the targets being met.

While on the aspect of effective communication, among others, it appears that communication within the company has not run optimally. This is because there are still obstacles in the delivery of information from the leadership to employees. The obstacle is in the form of many channels that must be passed, for example, information from the leadership to employees still has to go through several department heads. So the possibility of changing the information will be great.

Supporting the theory and prepositions in this study requires an empirical study of the author, so several research results were adopted. Research conducted by Ria Estiana (2016) conclude that leadership style has a positive and significant effect on job satisfaction. Koko Herawan, (2015) concluded that organizational culture has a positive and significant effect on job satisfaction. Furthermore, research conducted by Didi Wandu (2019) concluded that communication has a positive and significant effect on employee performance. This phenomenon is one of the many facts that occur and is related to leadership style, organizational culture and effective communication. However, it still needs to be investigated further.

## Literature Review

### Leadership Style

According to Nawawi (2011: 15) states that leadership style is the behavior or method chosen and used by leaders in influencing the thoughts, feelings, attitudes and behavior of members of the organization or their subordinates. A person who occupies a leadership position has the capacity to read the situation he faces correctly and adjust his leadership style to suit the demands of the situation he faces, even though this adjustment is only temporary.

According to Thoha (2013: 49) states that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it. According to Robert House in Robbins and Coulter translated by Benjamin Molan (2011: 156) states that leadership style is the ability of individuals to influence, motivate and make others able to contribute to the effectiveness and success of the organization.

Leadership style is a pattern of behavior that will be shown by the leader in influencing other people or employees. This pattern of behavior can be influenced by several factors such as values, assumptions, perceptions, expectations and attitudes that exist within oneself leaders (Satyawati and Suartama, 2014). Based on the definitions of several experts above, it can be concluded that leadership style is a way for leaders to influence their subordinates to work together and work productively to achieve organizational goals.

## ORGANIZATIONAL CULTURE

Organizational culture is the values, principles, traditions, and ways of working that are shared by organizational members and influence the way they act. In most organizations, shared values and practices have evolved over time and really greatly influence how an organization is run (Robbins and Coulter, 2010:63).

Culture is a framework formed by a group of people who work in an organization that aims to solve the problems at hand. Organizational culture is a provision that affects the work life of employees. Organizational

culture is the habits carried out in an organization that represents behavioral norms which are then followed by its members (Agwu, 2014). Organizational culture is the values adopted and applied to an organization that serves as a reference for behavior for members of the organization to achieve the goals that have been set (Nuraini, 2017).

According to Iqbal and Agritubella (2017), organizational culture is the basic pattern accepted by organizations to act and solve problems, to form individuals who are able to adapt to the environment and unite members of the organization. Organizational culture is a system of meanings, values and beliefs shared in an organization that serves as a reference for action and differentiates one organization from another. Sholihin (2019).

### Effective Communication

In all areas of organization and management, communication is one of the most frequently discussed concepts, although in reality it is rarely fully understood. Parasuraman (Napitupulu, 2007:173) suggests that to realize service quality, the communication function is important, namely listening to consumers and providing clear information. So that it can be said that communication activities are the initial part in leading to service quality.

Communication as a verb in English, "communicate", means (1) to exchange thoughts, feelings and information; (2) to make to be; (3) to make equal; and (4) to have a sympathetic relationship. While in nouns, "communication", means: (1) the exchange of symbols, the same messages, and information; (2) the process of exchange between individuals through the same symbols; (3) the art of expressing ideas, and (4) the science of sending information (Stuart, 1983, in Vardiansyah, 2004).

### Job satisfaction

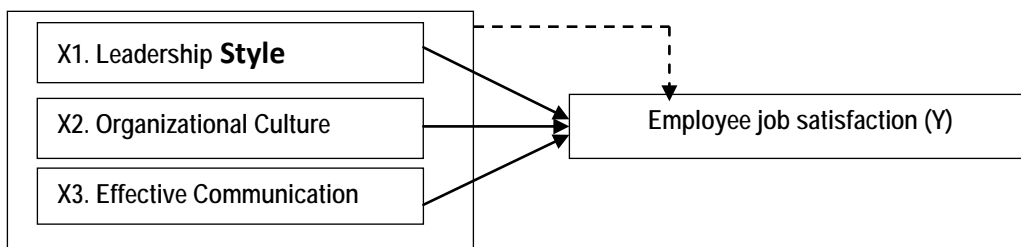
Job satisfaction is a positive attitude from the workforce including feelings and behavior towards their work through the assessment of one job as a sense of appreciation in achieving one of the important values of the job (Afandi, 2018:74). According to Nuraini, (2013:114) states that job satisfaction is job satisfaction enjoyed in work that gets praise, work results, placement, treatment, equipment and a good working environment. Employees who prefer to enjoy job satisfaction at work will prioritize work over remuneration even though remuneration is important.

Meanwhile, according to Dadang, (2013: 15) states that job satisfaction is a pleasant or unpleasant emotional state towards work, job satisfaction reflects one's feelings towards his work. Meanwhile, according to Badeni, (2017: 43) states that employee job satisfaction is a person's attitude towards his work which can be in the form of a positive or negative attitude, satisfied or dissatisfied.

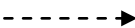

### Conceptual framework

Based on the theoretical studies that have been described, the research will examine 4 (four) variables, namely the leadership style variable (X1), organizational culture variable (X2), effective communication variable (X3) and employee job satisfaction variable (Y). This study will examine and analyze the influence of leadership style, organizational culture and effective communication on employee job satisfaction.

Figure 3.1 Research Conceptual Framework



**Note:**

Simultaneously =   
Partially = 

## Hypothesis

The hypotheses in this study are as follows:

1. H1: Leadership style, organizational culture and effective communication have a positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi.
2. H2: Leadership style partially positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi.
3. H3: Organizational culture partially positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi.
4. H4: Effective communication partially has a positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi.

## RESEARCH METHODS

### Research Object

The object of this research is leadership style, organizational culture and effective communication on employee job satisfaction conducted at PT. Fajar Lestari Abadi Kendari.

### POPULATION AND RESPONDENTS

#### Population

Population refers to the whole group of people, events, or things of interest to be studied (Now, 2006). The population in this study were all permanent employees at PT. Fajar Lestari Abadi Kendari has 35 employees.

#### Respondent

The sample of this study was determined by census/total sampling, namely taking all members of the population as the research sample. Thus, the sample of this study was 35 employees. The sample of this study was determined by census/total sampling, namely taking all members of the population as the research sample. Thus, the sample of this study is 35 employee.

**Table 1. Characteristics of the Research Sample**

No	Field	Number of people)
1	Branch head	1
2	Administration and Finance	7
3	SPV	5
4	Head of Warehouse	3
5	Sales	9
6	Driver	10
<b>Total</b>		<b>35</b>

*Data Source: Organizational Documents of PT. Fajar Lestari Abadi Kendari, Year 2021*

### Types and Sources of Data

#### Data Type

1. Quantitative data in this study is data on the number of employees, and data from the questionnaire in the form of the number of respondents and the total score of each variable.
2. The qualitative data in this study is the research location and the general description of the company, including the history of PT. Fajar Lestari Abadi Kendari, and the profile of PT. Fajar Lestari Abadi Kendari.

#### DATA SOURCE

1. Primary data, namely data obtained from the first hand relating to variables for specific research purposes (Sekaran, 2006).
2. Secondary data, namely data collected from available sources within the company, including data on the number of employees, company profiles, general description and history of PT. Fajar Lestari Abadi Kendari and data related to company activities.

#### Data Analyst

### DESCRIPTIVE STATISTICAL ANALYSIS

The variables of this research are leadership style, organizational culture, effective communication and employee job satisfaction. To assess the research variables, then using the help of descriptive statistical analysis.

### Multiple Linear Regression Analysis

Analysis of the influence of leadership style, organizational culture, effective communication and job satisfaction of employees at PT. Fajar Lestari Abadi Kendari was analyzed using multiple linear regression analysis using the SPSS Statistical version 20.0 application.

## RESEARCH RESULT

### Research Instrument Validity Test

Test the validity using the Pearson product moment correlation method, with the criteria that if the r value obtained is 0.30 at the 95% confidence level, then the instrument (questionnaire) being tested is declared valid. The results of the instrument validity test can be seen in table 2.

Table 2. Instrument Validity Test Results at the Level = 0.05.

Variable	Items	r-count	Sign	r critical	Decision
Leadership Style (X1)	P1	.369	>	0.30	Valid
	P2	.334	>	0.30	Valid
	P3	.747	>	0.30	Valid
	P4	.301	>	0.30	Valid
	P5	.321	>	0.30	Valid
	P6	.507	>	0.30	Valid
	P7	.634	>	0.30	Valid
	P8	.502	>	0.30	Valid
	P9	.422	>	0.30	Valid
	P10	.646	>	0.30	Valid
	P11	.747	>	0.30	Valid
	P12	.562	>	0.30	Valid
Organizational Culture (X2)	P1	.658	>	0.30	Valid
	P2	.805	>	0.30	Valid
	P3	.585	>	0.30	Valid
	P4	.492	>	0.30	Valid
	P5	.405	>	0.30	Valid
	P6	.373	>	0.30	Valid
	P7	.662	>	0.30	Valid
	P8	.753	>	0.30	Valid
Effective Communication (X3)	P1	.536	>	0.30	Valid
	P2	.567	>	0.30	Valid
	P3	.560	>	0.30	Valid
	P4	.540	>	0.30	Valid
	P5	.471	>	0.30	Valid
	P6	.498	>	0.30	Valid
	P7	.521	>	0.30	Valid
	P8	.495	>	0.30	Valid
	P9	.562	>	0.30	Valid
	P10	.533	>	0.30	Valid
Employee Job Satisfaction (Y)	P1	.342	>	0.30	Valid
	P2	.740	>	0.30	Valid

	P3	.427	>	0.30	Valid
	P4	.339	>	0.30	Valid
	P5	.639	>	0.30	Valid
	P6	.626	>	0.30	Valid
	P7	.740	>	0.30	Valid
	P8	.692	>	0.30	Valid
	P9	.613	>	0.30	Valid
	P10	.598	>	0.30	Valid

Source: Primary Data, Processed Year 2021

Based on Table 2 it shows that all indicator items measuring each variable produce a validity coefficient of more than 0.30 ( $r > 0.30$ ). Thus, it can be stated that the data collection instrument used in this study is valid.

### Research Instrument Reliability Test

After the validity test was carried out, the reliability test was carried out. The reliability test has criteria where the resulting value is greater than 0.60 ( $> 0.60$ ) with a 95% confidence level, the results are as shown in table 3.

Table 3. Instrument Reliability Test Results at the Level = 0.05

Variable	$\alpha$ -hit	Sign	$\alpha$ -limit	Information
Leadership Style	0.751	>	0.60	Reliable
Organizational culture	0.739	>	0.60	Reliable
Effective Communication	0.710	>	0.60	Reliable
Employee Job Satisfaction	0.770	>	0.60	Reliable

Source: Primary Data, Processed in 2021

Based on Table 3, it can be concluded that all indicator items used to measure each variable have a coefficient number greater than 0.60. Therefore, the instrument used in collecting data can be declared reliable at the 95% confidence level or = 0.05.

### Multiple Linear Regression Analysis Test

Based on the data description of leadership style, organizational culture, effective communication and employee job satisfaction, the effect analysis was carried out using a computer program with the SPSS version 16.0 application and the results obtained as attached, then made a recapitulation can be seen in the following table:

Table 4. Multiple Linear Analysis Results

Variable	Coefficient Regression (b)	Tcount (df = 31)	Score Significance
1. Leadership style (X1)	0.183	2,449	0.020
2. Organizational culture (X2)	0.555	5.149	0.000
3. Effective communication (X3)	0.559	5,618	0.000
Constanta (a)	-8,372		
R value (correlation)	0.878		
R square (determination)	0.770		
F value	34,648		
Sig. F	0.000		

Source: Primary Data, Processed in 2021

### Regression Equation

Based on the regression analysis in table 4, the multiple linear regression equation can be seen as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = -8.372 + 0.183 X_1 + 0.555 X_2 + 0.559 X_3$$

The regression equation has the following meaning:

- a. The constant (a) is -8.372 with a negative sign.

- b. The regression coefficient for the leadership style variable (X1) is 0.183, meaning that the influence of leadership style on job satisfaction has a positive effect, meaning that there is a unidirectional relationship. The better the leadership style, the job satisfaction increases.
- c. The regression coefficient for organizational culture variable (X2) is 0.555, meaning that the influence of organizational culture on job satisfaction has a positive effect, meaning that there is a unidirectional relationship. The better the organizational culture, the job satisfaction increases.
- d. The regression coefficient of the effective communication variable (X3) is 0.559, meaning that the effect of effective communication on job satisfaction has a positive effect, meaning that there is a unidirectional relationship. The better the effective communication, the higher job satisfaction.

## DISCUSSION

### **The Influence of Leadership Style, Organizational Culture and Effective Communication on Employee Job Satisfaction At PT. Fajar Lestari Abadi Kendari**

Based on the results of the study, it can be seen that leadership style, organizational culture and effective communication have a significant effect on employee job satisfaction at PT. Fajar Lestari Abadi Kendari. This means that with good leadership style, organizational culture and effective communication in a good direction will be able to increase employee job satisfaction at PT. Fajar Lestari Abadi Kendari which is implemented in work, wages, promotions, supervision of colleagues.

Empirical facts show that the leadership style, organizational culture and effective communication in this company have been running well at this time in the company not being the main factor in increasing employee job satisfaction marked by the coefficient of determination of 0.770, which means that leadership style, organizational culture and effective communication provide a contribution of 77% to employee job satisfaction and the remaining 23% is influenced by other variables not found in this study.

The results of this study also support previous research conducted by Ria Estiana (2016), Koko Herawan (2015) and Teti Susilowati (2019) that leadership style, organizational culture and effective communication simultaneously affect employee job satisfaction. Based on this description, it can be seen that leadership style, organizational culture and effective communication have a significant effect on employee job satisfaction at PT. Fajar Lestari Abadi Kendari. This means that a good leadership style, organizational culture and effective communication can increase employee job satisfaction which is implemented in jobs, wages, promotions, supervisors and co-workers.

### **The Effect of Leadership Style on Employee Job Satisfaction at PT. Fajar Lestari Abadi Kendari**

Based on the results of the study, it can be seen that leadership style has a positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi Kendari. It means that a good leadership style is observed in the indicators decision-making ability, motivational ability, communication skill, ability to control subordinates, responsibility and emotional control ability. So that it can increase employee job satisfaction which is applied to work, wages, promotions, supervisors and co-workers.

Descriptively, the research results show that the leadership style variable is in a good assessment condition which is marked by the acquisition of the average score of the respondents' answers, which is 3.96 or is in the interval score of 3.41-4.21 (good assessment category) when observed from ability decision making, motivational skills, communication skills, ability to control subordinates, responsibility and emotional control skills.

The results of this study also support previous research conducted by Ria Estiana (2016) and Harlen (2015) that leadership style affects employee job satisfaction. Based on this description, it can be seen that leadership style has a positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi Kendari. This means that the good leadership style that is observed on indicators of decision-making ability, motivational ability, communication skill, ability to control subordinates, responsibility and emotional control ability can increase employee job satisfaction which is applied to work, wages, promotions, supervisors and co-workers.

### **The Influence of Organizational Culture on Employee Job Satisfaction at PT. Fajar Lestari Abadi Kendari**

Based on the results of the study, it can be seen that organizational culture has a positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi Kendari. This means that the good organizational culture observed in the indicators innovation and risk taking, result orientation, people orientation and team orientation. Can increase employee job satisfaction which is applied to work, wages, promotions, supervisors and co-workers.

Descriptively, the results of the study indicate that the organizational culture variable is in a good assessment condition which is indicated by the acquisition of the average score of the respondents'

answers, which is 3.95 or is in the interval score of 3.41-4.21 (good assessment category) when observed through indicators innovation and risk taking, result orientation, people orientation and team orientation.

The results of this study also support previous research conducted by Koko Herawan (2015) and Ely Hasmin (2016) that organizational culture has an effect on employee job satisfaction. Based on the description above, it can be seen that organizational culture has a positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi Kendari. It means that the good organizational culture is observed in the indicators innovation and the courage to take risks, result orientation, people orientation and team orientation can increase employee job satisfaction which is applied to work, wages, promotions, supervisors and co-workers.

#### **Effect of Effective Communication on Employee Job Satisfaction at PT. Fajar Lestari Abadi Kendari**

Based on the results of the study, it can be seen that effective communication has a positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi Kendari. It means that with good effective communication which is observed in the indicators understanding, enjoyment, influence on attitudes, improved relationships and actions. Can increase employee job satisfaction which is applied to work, wages, promotions, supervisors and co-workers.

Descriptively, the results of the study indicate that the effective communication variable is in a good assessment condition which is marked by the acquisition of the average score of the respondents' answers, which is 4.01 or is in the interval score of 3.41-4.21 (good assessment category) when observed through indicators understanding, enjoyment, influence on attitudes, improved relationships and actions.

The results of this study also support previous research conducted by Teti Susilowati (2019) and Didi Wandu (2019) that effective communication has an effect on employee job satisfaction. Based on the description above, it can be seen that effective communication has a positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi Kendari. It means that with good effective communication which is observed in the indicators understanding, pleasure, influence on attitudes, better relationships and actions can increase employee job satisfaction which is applied to work, wages, promotions, supervisors and co-workers.

#### **Research Limitations**

In conducting research and compiling the results of the thesis research, the author is aware of several limitations in its completion. Following are the limitations:

1. Limitations to meet directly with respondents  
The author's limitations in distributing all questionnaires directly to respondents. The author only distributed questionnaires directly to only 20 respondents, the rest was assisted by the company to distribute questionnaires, namely HRD PT. Fajar Lestari Abadi Kendari.
2. Honesty and sincerity of respondents in filling out the questionnaire  
The author suspects that when filling out the questionnaire the respondents were not serious, this can be seen from the respondents' answers which were less varied so that the answers affected the truth of the data which also resulted in the results of the analysis being less reliable.
3. Job satisfaction assessment is assessed by employees themselves  
The author's limitations in determining employee job satisfaction assessments are because leaders are not willing to assess employee job satisfaction one by one because they have duties and responsibilities within the company that must be completed so that employee job satisfaction assessments are carried out by employees themselves, which is likely to bias the results of job satisfaction assessments.

#### **CONCLUSION**

Based on the results of data analysis, proof of hypotheses and discussion of research results, several conclusions can be drawn as follows:

1. Leadership style, organizational culture and effective communication have a positive and significant effect on employee job satisfaction.
2. The leadership style partially has a positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi Kendari.
3. Organizational culture partially has a positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi Kendari.
4. Effective communication partially has a positive and significant effect on employee job satisfaction at PT. Fajar Lestari Abadi Kendari.



## SUGGESTION

Based on the results of data analysis, research and conclusions, suggestions or recommendations can be submitted as follows:

1. For the PT. Fajar Lestari Abadi Kendari to pay more attention to leadership style, especially the ability to motivate
2. For employees to be able to improve organizational culture towards their co-workers so that they can increase job satisfaction to always be involved in work and prepare themselves to carry out work.
3. Employees are expected to improve good effective communication with fellow co-workers so that they can increase job satisfaction while they are working.

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