



**THE EFFECT OF LEADERSHIP STYLE ON JOB SATISFACTION AND PERFORMANCE AT THE OFFICE OF THE INDONESIAN BROADCASTING COMMISSION IN WEST SULAWESI PROVINCE**

**April Ashari Hardi <sup>1</sup>, Sanusi Fattah <sup>2</sup>, Syarifuddin Rasyid <sup>3</sup>**

<sup>1</sup>) Master of Regional Finance, Faculty of Economics and Business, Hasanuddin University

<sup>2</sup>) Economics Department, Faculty of Economics and Business, Hasanuddin University

<sup>3</sup>) Accounting Department, Faculty of Economics and Business, Hasanuddin University

**Abstract:-**

This study aims to examine and analyze the effect of leadership style on job satisfaction and employee performance at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province. This study uses a quantitative approach. The objects studied were all employees who were at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province. Data was obtained by survey method and research instrument in the form of a questionnaire. The research sample was 60 people who were selected by the sampling method in this study saturated sampling. Data were analyzed by multiple regression method. The results showed that leadership style had an effect on employee performance either directly or through job satisfaction variables at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province.

**Keywords:** Leadership Style, job satisfaction and Employee Performance.

**Introduction:-**

The success of an organization in achieving its goals is largely determined by the performance of its employees, because employee performance is the real foundation of an organization. If the employee's performance is good, the organization will be fine. And if the employee's performance is not good, then the organization will be in trouble. Handoko (2008) explains that employee performance is basically a description of the employee's ability to handle every job, the high and low of employee performance can be judged by the employee's ability to produce a job that is in accordance with predetermined standards. Knowing employee performance is very important for the organization, because Thus, the organization will be able to measure the extent to which the organization can work to achieve its goals. Organizations can also assess whether employees are able to carry out their duties and have achieved the set results or not. That way, the organization will be able to evaluate and make further plans.

In addition to leadership style, the organization must also be able to provide job satisfaction to its employees.

Job satisfaction for an employee is a very important factor because the satisfaction he gets will also determine a positive attitude towards work. Feelings of satisfaction at work can have a positive impact on behavior, such as the level of discipline and morale that tends to increase. Job satisfaction is also related to outcomes such as performance, so that if job satisfaction is higher, it will lead to enthusiasm at work. Thus a person will more easily achieve high performance.

However, the results of observations in the Secretariat of the Indonesian Broadcasting Commission of South Sulawesi Region, which is also the place where the author works, that efforts to increase apparatus resources have sometimes not been carried out optimally, because there are no standardized standards, so it appears that efforts to improve the quality of apparatus resources have been carried out. , it is still difficult to detect the relationship with the ups and downs of apparatus performance. Training and development that is often carried out in order to improve the skills, skills, and abilities of the apparatus in carrying out their main tasks often does not produce the expected results because usually the training activities held are only formalities, routines and makeshifts.

This phenomenon that occurs in society is an urgent matter and needs serious handling. This is where the role of the KPID of West Sulawesi Province is to provide an understanding education about the importance of media literacy. Where KPID must be able to make a strategy in campaigning for Media Literacy in the community, for example by holding outreach using supporting media as a means or with other forms of activity. KPID should promote the Media Literacy program, this is done so that the public is able to judge which information is good and right or wrong and is not easily fooled again and is influenced by the content of the news in the media, to carry out all these activities requires cooperation between leaders and subordinates so that subordinates can carry out their duties well. Another problem that occurs in the West Sulawesi Province KPID Office is the low level of HR discipline. Likewise, the level of employee discipline that has not been maximized is often an inhibiting factor in order to improve services to the community as a duty and responsibility that must be carried out as a government apparatus. Whereas high discipline is one indicator that can support the achievement of high performance.

The performance of the employees of the Regional Indonesian Broadcasting Commission (KPID) of West Sulawesi Province in our period (term of service 2019-2022) was initially quite good in facilitating all commissioners institutionally, but in the middle of the journey or to be precise about a year of our service the performance of the KPID employees of West Sulawesi Province began to experience a downward trend caused by 2 (two) factors, the first factor was a non-natural disaster called Corona Virus Disease (Covid-19) which began to enter Indonesia and spread to anyone who had direct contact with people who had been exposed so that the central government cooperated with the local government directly take anticipatory steps to prevent the transmission of the disease by giving a holiday to all activities of office employees, school activities and other activities related to many people.

KPID of West Sulawesi Province as one of the independent institutions that has civil servants and non-civil servants staff of course follows the rules made by the government so as not to carry out office activities at that time for 14 (fourteen) days, therefore office activities are transferred at home with the term Work From Home (working from home), the rules for continuing to work from home apparently continue until mid-2021, so that the

effectiveness of employee performance in supporting and facilitating commissioners in various ways will certainly decrease due to the above.

Apart from that, the performance of the West Sulawesi Province KPID employees was also affected by the natural disaster of the Mamuju-Majene earthquake with a scale of 6.2 on the Richter Scale. This second factor increasingly has an impact on the performance of employees and staff. Another thing that makes employee performance not fully maximized is the lack of civil servants employed at the West Sulawesi Province KPID office, even though when referring to the needs of civil servants, there should be not only 2 (two) people. but more than that, given the many secretarial tasks, it is necessary to have a special division of tasks that should be managed by civil servants, while the civil servants employed at the West Sulawesi Province KPID office are only 2 (two) people with the positions of treasurer and secretariat staff. concurrently concurrently in other fields.

In the future, the composition of the West Sulawesi Province KPID staff is deemed necessary for additional PNS staff, so that overall employee performance can be maximized in providing assistance in the form of secretarial administration as well as assistance and facilitation of the main tasks of the Commissioner as a broadcasting regulator in the region. employees and staff in supporting the KPID of West Sulawesi Province can be fulfilled so that the tasks carried out by the Chair, Deputy Chair and Commissioner can be completed properly.

Given the importance of this problem, the authors conducted a study entitled: "The Influence of Leadership Style on Job Satisfaction and Performance at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province.

## **Literature Review:-**

### **Grand Theory**

The grand theory underlying this research is the general theory of organizational behavior proposed by Robbins, Stephen P & Judge (2013). This theory has three important parts of organizational behavior theory, namely input, process, and output. Input is the initial setting of the situation and location where the process will occur. This component is determined in advance before the employment relationship occurs. Process components are actions and decisions made by individuals, groups, and organizations involved in it as a result of input and lead to certain results. Output is the final result that is predicted which is influenced by several other variables.

### **Teori Goal-Setting**

The theory of goal setting or Goal Setting Theory was originally put forward by Locke (1968), which showed a link between goals and one's performance on tasks. This theory explains that a person's behavior is determined by two cognitions, namely content (values) and intentions (goals). People have set goals for their future behavior and these goals will influence the behavior that actually occurs. His behavior will be governed by his ideas (thoughts) and intentions so that it will affect his actions and performance consequences. By setting specific goals, a person will be able to compare what has been done with specific goals. This will create a separate motivation for individuals to try to be better Indra Wardhana (2015).

Based on the studies conducted, the main finding of goal-setting theory is that people who are given specific,

difficult but achievable goals, perform better than people who accept goals at all. At the same time, one must also have sufficient ability, accept the set goals and accept performance-related feedback.

### **Employee performance**

Performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or criteria targets that have been determined in advance and have been agreed with Veithzal (2005). Employee performance is not just information for promotion or salary determination for the company. However, how the company can motivate employees and develop a plan to remedy the slump can be avoided.

A company performs a performance appraisal based on the consideration that there is a need for an organizational evaluation system that is objective. In addition, with the performance appraisal, top managers can obtain an objective basis for providing compensation in accordance with the achievements contributed by each responsibility center to the company as a whole. All of this is expected to form motivation and stimulation for each part to work more effectively and efficiently.

### **Definition of leadership style**

Leadership is the backbone for organizational development. This is because without good leadership, it will be difficult to achieve the company's goals that have been set. If a leader is trying to influence the behavior of others, then that person needs to think about the leadership style he will use. Leadership style is how a leader carries out his leadership functions and how he is seen by those he is trying to lead or those who may be observing from the outside. According to James, leadership styles are various patterns of behavior favored by leaders in the process of directing and influencing workers. Meanwhile, according to Tompubolon, leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. directing, influencing, encouraging and controlling other people or subordinates to be able to do a job on their consciousness and voluntarily in achieving a certain goal.

### **Definition of Job Satisfaction.**

Every human being has needs in his life. The desire to meet these needs is what drives people to carry out various activities. Human needs are very diverse. Satisfaction from one person to another will vary. So, satisfaction is individual.

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 respect in achieving one of the important values of Afandi's work (2018) According to Nuraini (2013), job satisfaction is job satisfaction that is enjoyed in a job 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.

### **Research Methods:-**

This study aims to examine and analyze the effect of leadership style on job satisfaction and employee performance at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province. This study uses a quantitative approach. The objects studied were all employees who were at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province. Data was obtained by survey method and research instrument in the form of a questionnaire. The research sample was 60 people who were selected by the sampling method in this study saturated sampling. Data were analyzed by multiple regression method. The variables in this study are leadership style, job satisfaction and employee performance.

the research model can be described as follows:

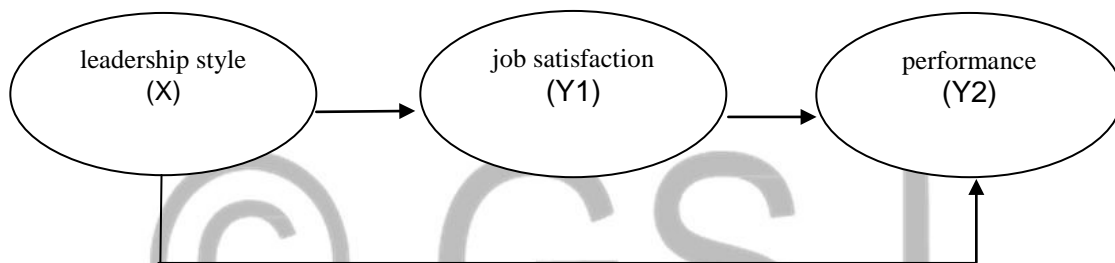


Figure 1 Conceptual framework

## Results:-

### *Description of Research Results*

#### **Validity and Reliability Analysis**

##### **Validity test**

Based on the results of the validity test in this study, it shows that all question items used in the questionnaire from the variables of Leadership Style (X), Job Satisfaction (Z), and Performance (Y) are declared valid, because each item has a correlation value of  $> 1.96$  with probability value  $< 0.05$ . Thus, all items or questions asked in the questionnaire are declared valid and further analysis can be carried out. (previous research).

##### **Reliability Test**

In this study, the results of reliable testing for 26 question items, it appears that of the 26 question items tested, all question items are reliable because they have Cronbach's alpha value if the item deleted is above 0.60, it can be specified that for the leadership style variable with 10 items questions, then all the question indicators in the leadership style variable are reliable because the value of Cronbach's alpha is 0.979. Then for the job satisfaction

variable with 6 question items, all question items are reliable with a Cronbach's alpha value of 0.968, while for the employee performance variable with 10 question items it is reliable because it has a Cronbach's alpha value of 0.967.

**Overall Model Test Results**

**Normality test**

**Tabel 1**

**Assessment of normality (Group number 1)**

| Variable     | min   | max   | skew | c.r.  | kurtosis | c.r.   |
|--------------|-------|-------|------|-------|----------|--------|
| X            | 3,800 | 5,000 | ,788 | 2,493 | -,943    | -1,492 |
| Z            | 3,600 | 5,000 | ,732 | 2,316 | -,559    | -,885  |
| Y            | 3,000 | 5,000 | ,267 | ,845  | -,494    | -,782  |
| Multivariate |       |       |      |       | ,644     | ,456   |

Source: primary data, processed by AMOS 26

In the table above, it can be seen that the results of the data normality test show the critical ratio skewness value and the kurtosis ratio value is smaller than the required cut off of < 2.58. This means that it can be said that the distribution of the data in this study meets the criteria for a normal distribution and is suitable for use.

**Conformity Test**

The suitability test of the research model is used to test how well the goodness of fit level of the research model used is. The suitability test saw the results from RMSEA, GFI, CFI, and Rsquare using IBM SPSS AMOS 26 as shown in the table below.

**Table 2**  
**Model Fit Summary**

| Model                         | Estimate |
|-------------------------------|----------|
| RMSEA                         | 0,849    |
| GFI                           | 1,000    |
| CFI                           | 1,000    |
| Squared Multiple Correlations | 0,750    |

Source: primary data, processed by AMOS 26

From the model suitability test above, it was found that the Goodness of Fit test based on X2 Chi Square showed a value of 0.000 (as small as possible), with an RMSEA value of 0.849 (> 0.05) meaning that it did not meet the criteria based on Chi Square and RMSEA. Then it is seen using other indicators, namely GFI 1,000 and CFI 1,000 so that the model can still be said to meet the Goodness Fit of Model criteria. While the value of the coefficient of determination is indicated by the value of Squared Multiple Correlations (R2) of 0.750, which means

that the employee performance variable can be explained by leadership style through job satisfaction as an intervening variable of 75%, while 25% are other variables not examined.

### Hypothesis Testing Results

By using the AMOS program, the path diagram created is converted to a structural equation, then an analysis is carried out based on the estimated value and probability (significance) of the leadership style variable on employee performance with job satisfaction as an intervening variable at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province. The following table summarizes the path analysis regression weights showing the effect and magnitude of the probability value (significance) of the relationship between variables.

**Table 3**  
**Path Analysis Table**

| Variable | Estimate | Koefisien Standardized | S.E   | C.R   | P     | Label |
|----------|----------|------------------------|-------|-------|-------|-------|
| X ► Z    | 0,700    | 0,750                  | 0,080 | 8,711 | 0,000 | par_1 |
| X ► Y    | 0,330    | 0,284                  | 0,114 | 2,883 | 0,004 | par_2 |
| Z ► Y    | 0,788    | 0,632                  | 0,123 | 6,424 | 0,000 | par_3 |

Source: primary data, processed by AMOS 26

Based on the results of the hypothesis test, the standardized coefficient value of leadership style on job satisfaction is 0.750 and the probability value is 0.000 < 0.05. It means that leadership style has a positive and significant effect on job satisfaction. Every 1% increase in leadership style will result in an increase of 0.291% in job satisfaction.

The standardized coefficient value of leadership style on employee performance is 0.284 and the probability value is 0.004 < 0.05, which means that leadership style has a positive and significant effect on employee performance.

The standardized coefficient value of job satisfaction on performance is 0.632 and the probability value is 0.000 > 0.05, which means job satisfaction has a positive and significant effect on performance.

**Table 4**  
**Estimated Result of Direct and Indirect Effect**  
**(Standardized Coefficient)**

| Variabel | pengaruh langsung (direct effect) |       | Pengaruh tidak langsung (Indirect Effect) |
|----------|-----------------------------------|-------|---|
|          | X                                 | Z     | X1  |
| Z        | 0,750                             | 0,000 | 0,000                                     |
| Y        | 0,075                             | 0,632 | 0,474                                     |

Source: primary data, processed by AMOS 26

The standardized coefficient value for leadership style on performance through job satisfaction is 0.474. This means that indirectly leadership style has a positive effect on performance through job satisfaction. This indicates that each leadership style through the job satisfaction variable will result in an increase in performance.

## **Discussion:**

### **The Direct Effect of Leadership Style on Employee Performance at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province**

Leadership is important in an organization and company in achieving the desired goals of an organization or company, leadership also affects the performance of employees in the company or organization. Good leadership is able to produce good results for the company and provide a sense of comfort to employees while working. (Siagian 2010) suggests that good leadership is a leader who can provide influence, information, decision making, and can provide motivation that aims to improve the organization or employees.

From the results of data processing between leadership style and performance, it can be seen that the standardized path coefficient value is 0.284 with a significance level of 0.004. The significant level is smaller than 0.05 which means that the leadership style has a positive and significant direct effect on employee performance. This means that the leadership style that occurs has a positive impact on employee performance, so the better the level of leadership style, the better the performance. Leadership in an organization needs to develop staff and build a motivational climate that results in high levels of performance, so leaders need to think about their leadership style. Leadership style is a behavioral norm that is used by a person when that person tries to influence the behavior of others as he sees it, which aims to harmonize perceptions between people and will affect his position, according to Didiks (2008). One approach that can be used to determine the success of a leader is to study his style, because leadership style greatly influences the success of a leader in influencing the behavior of his subordinates.

This research is in line with that conducted by Mohd. Kurniawan DP (2018), in his research which examined the Influence of Leadership Style on the Performance of Dimas Printing Employees in Palembang City. The results of this study that the leadership style variable has a significant effect on performance based on the hypothesis test, the results of the leadership style test show a significant level of 0.001.

### **The Direct Effect of Leadership Style on Job Satisfaction at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province.**

Leadership becomes increasingly difficult because of challenges that are not only complex but also unpredictable. Such challenges demand that people and organizations fundamentally change, and make it impossible for individual leaders to get the job of leadership done. According to Timpe (1993), the leadership style applied by a leader is one of the motivations given by the leader to employees. The leadership style will determine the activities of the employees and if the leadership style is successfully applied it is a motivator for employees to be able to work better so that it can create enthusiasm and enthusiasm for work. In the end, employees can work well and calmly so that work productivity can be increased and seen through the performance results provided by employees. The right leadership style will make employees more motivated and increase job satisfaction so that they can also improve their performance.

From the results of data processing between leadership style and job satisfaction, it can be seen that the standardized path coefficient value is 0.750 with a significance level of 0.000. The significant level is smaller than 0.05 which means that the leadership style has a positive and significant direct effect on job satisfaction. This means that the leadership style can affect the rise and fall of the level of employee job satisfaction, so the better the level of leadership style, the better job satisfaction and will also have an impact on performance.

Job satisfaction itself is influenced by several factors such as policies, wages, interpersonal relationships, working conditions, the work itself, promotions and leaders according to Yuli, (2005, p. 34). A person referred to as a leader is required to be flexible in determining what kind of system he uses with regard to employee job satisfaction. This leadership style will also have a direct impact on employee satisfaction. A leader leads many employees in a company, and they come from different backgrounds and cultures.

This research is in line with that conducted by Alfian Yanoto (2018) in his research entitled THE EFFECT OF LEADERSHIP STYLE ON JOB SATISFACTION THROUGH MOTIVATION AND PERFORMANCE OF PT. NUTRIFOOD INDONESIA EMPLOYEES IN SURABAYA. The results of this study indicate that there is an influence of leadership style on employee job satisfaction.

### **The Direct Effect of Job Satisfaction on Employee Performance at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province**

Good employee performance is characterized by good work quality in completing every job given by the leader in a timely manner and can achieve every target set by the company, as stated by Mangkunegara (2013, p. 67) that Performance is work performance or work results in quality and quantity achieved by an employee in carrying out his duties in accordance



with the responsibilities given to him.

From the results of data processing between job satisfaction and performance, it can be seen that the standardized path coefficient value is 0.632 with a significance level of 0.000. The significant level is smaller than 0.05 which means that job satisfaction has a positive and significant direct effect on employee performance. This means that job satisfaction that occurs has a positive impact on employee performance, so the better the level of job satisfaction, the better the performance. According to Wirawan (2013, p. 698), job satisfaction is people's perceptions of various aspects of their work. Perception can be in the form of people's feelings and attitudes towards their work. Feelings and attitudes can be positive or negative. If someone is positive about his job, then he is satisfied with his job, on the contrary, if the employee is negative about his job then he is not satisfied with his job. This research is in line with research conducted by Iwan Kurnia Wijaya (2018) which examines the Effect of Job Satisfaction on Performance Cv Bukit Sanomas employee. The results of this study indicate that job satisfaction has an influence on performance.

### **Leadership style has an indirect effect on performance through job satisfaction at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province**

The role of a leader is very important to determine the effectiveness of the company in the future. (Gibson, James L., John M. Ivancevich 2003) in Anwar and Wahyuningsih, (2005:46) defines leadership as the ability to use influence and motivate individuals to achieve organizational goals. With his abilities, a leader is expected to be able to influence employees to improve their work results. A leader must have a leadership spirit, because the leader is central in the company to carry out various activities and goals that have been formulated together within the company.

The results of the indirect calculation through job satisfaction as an intervening variable show the standardized coefficient value of 0.474. This means that indirectly leadership style has a positive effect on performance through job satisfaction. This indicates that any increase in leadership style through job satisfaction variables will result in an increase in performance at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province.

The effectiveness of a leadership is a function of the various aspects of the leadership situation. Experts argue that there is no best type of leadership, the most important thing is how a leader can adjust the type of leadership according to the situation he faces. In practice, leadership plays a key role in achieving company goals, so it is necessary to develop a leadership model that is linked to the company's work environment and outcomes from time to time.

A good leadership style will lead to employee satisfaction. According to Robbins (2001: 82), job satisfaction is the overall attitude of an individual towards work. If someone is satisfied with his job, then the employee has a positive attitude towards his job and vice versa if the employee is not satisfied, then he will have a negative attitude towards his job. Ramlan Ruvendi (2005) in his research entitled "Rewards and Leadership Styles Effect on Employee Job Satisfaction, at the Bogor Agricultural Product Industry Center", states that there is a positive relationship and significant influence between leadership style variables and job satisfaction of employees of the Agricultural Product Industry Center. Bogor. It was also revealed that an effective leadership style is leadership that is adapted to situations and conditions (contingency). Indications of decreased enthusiasm and enthusiasm for work are indicated by high levels of absenteeism and employee turnover. It arises as a result of unpopular leadership.

### **Conclusion**

Based on the results of research and discussion of research on the influence of leadership style on employee performance through job satisfaction at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province. the following conclusions were obtained:

1. Leadership style has a direct positive effect on performance at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province.
2. Leadership style has a direct and positive effect on job satisfaction at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province.
3. Job satisfaction has a direct positive effect on performance at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province.
4. Leadership style has an indirect effect on performance through job satisfaction at the Regional Indonesian Broadcasting Commission Office of West Sulawesi Province.

### **Bibliography**

1. Afandi, P. 2018. *Manajemen Sumber Daya Manusia (Teori, Konsep Dan Indikator)*. Riau: Zanafa Publishing.

2. Ainnisya, R. N., & Susilowati, I. H. 2018. “Pengaruh Penilaian Kinerja Terhadap Motivasi Kerja Karyawan Pada Hotel Cipta Mampang Jakarta Selatan.” *Widya Cipta* 2(1): 133-140.
3. Badeni. 2017. *Kepemimpinan & Perilaku Organisasi*. Bandung: Alfabeta.
4. Damayanti, Riski. 2018. “PENGARUH KEPUASAN KERJA TERHADAP KINERJA KARYAWAN (STUDI KASUS KARYAWAN NON MEDIS RS ISLAM SITI KHADIJAH PALEMBANG).” *Jembatan : Jurnal Ilmiah Manajemen* 15(2).
5. Elsa. 2015. “Pengaruh Kepemimpinan, Komunikasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Iskandar Indah Printing Textile Surakarta.” *Jurnal Ekonomi dan Manajemen* 2(6).
6. Estiana, Ria. 2016. “PENGARUH GAYA KEPEMIMPINAN TERHADAP KEPUASAN KERJA DI OPTIK MELAWAI JAKARTA BARAT.” *JURNAL LENTERA BISNIS* 5(1).
7. Ghozali, Imam. 2007. “Aplikasi Analisis Multivariate Dengan Program SPSS.” *Universitas Diponegoro, Semarang*.
8. Gibson, James L., John M. Ivancevich, dan James H. Donnelly. 2003. *Organizations Behaviour, Structure and Process*. eds. Richard and D. Irwin Inc. 8th ed. Boston.
9. Handayani, Eka Putri. 2020. “Gaya Kepemimpinan Terhadap Kinerja Karyawan Pada Pt Karya Anugrah Teknologi Di Jakarta.” *Aksara Public* 4(4).
10. Handoko, T. Hani. 2008. *Manajemen Personalia Dan Sumber Daya Manusia*. Yogyakarta: Liberty.
11. Hasibuan, Malayu S.P. 2017. *Manajemen Sumber Daya Manusia*. Edisi Revi. Jakarta: Bumi Aksara.
12. Hermawan, Ahmadi Candra dan Dadang. 2013. *E-Business Dan E-Commerce*. Yogyakarta.
13. Himawan, Ilham. 2019. “The Effect of Leadership Style and Organizational Culture on Employee Performance Through Job Satisfaction as an Intervening Variable at Telkom Indonesia Regional VII Division.” *Hasanuddin Journal of Business Strategy* 1(3).
14. Indra Wardhana, Agus Dwi Sasono. 2015. “Pengaruh Motivasi, Insentif, Dan Disiplin Kerja Terhadap Kinerja Karyawan PT. Telkomsel Grapari Pemuda Surabaya’.” *E-Jurnal Ilmu Manajemen MAGISTRA* 1(2): 2442–4315.
15. Locke, E.A dan Latham, G.P. 2002. “Building a Practically Useful Theory of Goal Setting and Task Motivation: A 35-Year Odyssey.” *American Psychologist* 57: 705–17.
16. Mary, Stephen P. Robbins dan, and Coulter. 2010. “Manajemen.” In Jakarta: Erlangga.
17. Miller, et al. 1991. *Pumps and Hydraulics*. 6th ed. Canada: Wiley Publishing, Inc, Indianapolis.
18. Munandar, Ashar Sunyoto. 2008. *Psikologi Industri Dan Organisasi*. Universitas Indonesia.
19. Nugraha, Firnawan Ajie. 2009. “Pengaruh Kepemimpinan, Motivasi, Pelatihan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Perusahaan Textile PT. Kosoema Putra Klaten.” *Jurnal Ekonomi dan Bisnis* 4(10).
20. Nuraini, T. 2013. *Manajemen Sumber Daya Manusia*,. Pekanbaru: Yayasan Aini Syam.
21. Rizky, Budi Hermawan. 2012. “PENGARUH GAYA KEPEMIMPINAN DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN BAGIAN PRODUKSI PT. GARDA WAHANA PERKASA SURABAYA.” *Faculty of Economics*.
22. Robbins, Stephen P & Judge, Timothy A. 2013. *Organizational Behavior Edition 15*. New Jersey: Pearson Education.
23. Siagian, Sondang P. 2010. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
24. SM, Chusminah dan R. Ati Haryati. 2019. “Analisis Penilaian Kinerja Pegawai Pada Kepegawaian Dan Umum Direktorat Jenderal P2P Kementerian Kesehatan.” *P - ISSN 2550-0850 E-ISSN 3(1): 2550–0791*.
25. Sugiyono. 2014. *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, Dan R&D*. Bandung: Alfabeta.
26. ———. 2017. *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Bandung: CV, Alfabeta.
27. Sutrisno, Edi. 2009. *Manajemen Sumber Daya Manusia*. 1st ed. Jakarta: Kencana Prenada Media Group.
28. Suwatno & Priansa, D. 2011. *Manajemen SDM Dalam Organisasi Publik Dan Bisnis*. Bandung: Alfabeta.
29. Suwatno, Yuniarsih dan. 2008. *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
30. Veithzal, Rivai. 2005. *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktik*. Jakarta: PT. Raja Grafindo Persada.
31. Yanoto, Alfian. 2018. “PENGARUH GAYA KEPEMIMPINAN TERHADAP KEPUASAN KERJA MELALUI MOTIVASI DAN KINERJA KARYAWAN PT.NUTRIFOOD INDONESIA DI SURABAYA.” *AGORA* 6(1).