# Job Satisfaction Through Motivation
# and Communication on Employee Performance
# (Case Construction Service Companies in Indonesia)

Angga Kurniawan[1], Cicih Ratnasih[2]
{anggakurniawan@upy.ac.id[2], cicih_ratnasih@borobudur.ac.id[2]}

Universitas Borobudur, Indonesia

**Abstract.** The reason for this study is to learn the degree to which worker execution at development administration organizations in Indonesia is affected by inspiration, correspondence, and occupation fulfillment. This study depends on essential information accumulated from reactions to a poll finished up by up to 305 people. With the assistance of SPSS version 22.0, the analysis method makes use of the Path Analysis technique. The concurrent importance test (F test), the singular boundary importance test (t test), and the Sobel test intervention test are used in measurable testing. The discoveries showed that worker execution was straightforwardly impacted by the factors of inspiration, correspondence, and occupation fulfillment all the while. to some degree shows that worker execution is impacted both straightforwardly and by implication by the correspondence and inspiration factors. By the by, the impacts of the mediating variable, work fulfillment, straightforwardly affect representative execution. The discoveries showed that representative exhibition was essentially and straightforwardly impacted by work fulfillment. The examination uncovered a way coefficient (Beta) of 0.645 between the representative execution variable and the work fulfillment variable, with an importance level of 0.001.

**Keywords**: job satisfaction; motivation; communication and employee performance.

## 1    Introduction

The progress of an association in accomplishing its objectives will be determined by how well it manages its human resources. In the hope that the company will achieve its objectives, every business will always strive to boost employee performance. Human resources, or the people who have contributed their time, talent, creativity, and energy to the organization, are the most important resource for a business or organization (Mathis & Jackson, 2016). In order to encourage the achievement of the company's goals, motivation is necessary—it is the foundation upon which new employees are built. Communication, according to AA (Parashakti & Refahla, 2018):145, is the process of interacting between leaders and employees in terms of delivering orders, information, suggestions, and company goals, both verbally and in writing. The goal is to avoid mistakes in the workplace and to create a positive environment between leaders and employees so that employee performance can be improved in order to achieve company goals. People need to be happy in their jobs for it to be a success. A person's ability to finish his or her work will be influenced by a high level of satisfaction, allowing the company's objectives to be effectively achieved. The degree to which an individual is satisfied in his or her job varies widely depending on the values that are important to him or her. Employee

dissatisfaction with their jobs is a sign that a business or organization is unstable. Strikes are the most extreme manifestations of dissatisfaction, absenteeism rises, and employee leave rates are high.

An organization cannot ignore human resources because they plan and actively participate in an organization's activities and even hold a very strategic position in implementing the process of supporting the achievement of company goals. According to Malaya S.P. (Hasibuan, 2011), employees are the company's assets because without them, the company's activities would not be possible. As a result, employees actively participate in the development of plans, systems, procedures, and objectives. Is it possible, in this instance, for job satisfaction to influence employee performance by providing motivation and effective communication?

## 2    Theory

Based on some opinions, human resource management is the effective and efficient management of a company's human resources to help the company achieve its goals. According to Hasibuan (2011), planning is a component of the function of human resource management. This refers to the process of effectively and efficiently planning a workforce to meet the requirements of the business and contribute to the achievement of goals. Organizing is the process of determining the organizational chart's division of work, work relations, appointment of power, mix, and coordination for all representatives.

Despite the fact that motivation plays a crucial role in the achievement of these objectives for individuals and organizations alike, Human motivation is the driving force behind people's behavior at work—or, to put it another way, behavior is the most direct indicator of motivation—and it must be understood in order to influence employees to conform to the organization's goals. Al Rasyid et al. claim that 2020): " Inspiration is a progression of mentalities and values that impact people to accomplish explicit things as per individual objectives." As per Ratnasih (2017a), "motivation" can be defined as "the factors that direct and encourage behavior" or " an individual's craving to do an action that is communicated as a hard exertion." "Work motivation" can also be defined as " inspiration is a craving in an individual that makes the individual make a move," and "confidence" envelops the requirement for confidence, which is the should be regarded and valued by others." Self-actualization also includes the need to use one's abilities, skills, and potential, as well as the need to share one's thoughts and evaluate something.

The company needs human resources to carry out its activities in order to communicate, and for these activities to run smoothly, members of the organization and the company need to have good relationships. With communication, this positive relationship can develop. There are a few components in correspondence, specifically first, the wellspring of data (source) is the individual who passes on the message. Second, the person who conveys the message is the information source (source). Thirdly, encoding is a process in which the information source's central nervous system directs it to select symbols that can be understood to describe the message. Fourth, translating is the cycle by which the collector deciphers the message, and criticism is the reaction given by the beneficiary of the message to the shipper because of data sent by the message source.

The individual's level of job satisfaction is the next variable. The individual's level of satisfaction with the activity is correlated with how closely it corresponds to their wishes. Phuong & Vinh (2020) say that: 187) Job satisfaction is a multifaceted concept that refers to a pleasant psychological condition or employee experience that is highly subjective, highly

dependent on the individual and his or her work environment. comprehensive or a portion of an individual's work. In contrast, Bakoti (2016) declares that work fulfillment is a useful or profound reaction to different parts of work. As indicated by Mulyati and Cicih (2017), work fulfillment is an individual's general mentality toward their work, which shows the difference between the quantity of grants laborers get and the sum they accept they should get. In the mean time, as expressed by Keith Davis in Advance, 2020a, The good or negative way that representatives see their work is known as occupation fulfillment.

When evaluating a person's level of job satisfaction, numerous factors need to be taken into consideration. The individual in question will be content if he or she has autonomy or acts in his or her work, there is variation, the individual makes a significant contribution to the organization's success, and employees receive feedback on the results of their work. A person is accepted as a member of the work group because of the introduction program's appropriate format.

Performance is also the result of the relationship between effort, ability, and task perception, so it can be interpreted as both ability and action in certain circumstances. This is consistent with the viewpoint of (Tremblay, 2017), which stated that:

Human Execution = Capacity + Inspiration = Disposition + Circumstance Capacity + Information + Expertise It is necessary to boost employee performance in order to meet the company's objectives within the allotted time frame. There are a variety of ways to improve employee performance, but according to Loan, 2020b, seven steps can be taken by businesses to improve performance, including informing and identifying all issues with data. Speed, ability, neatness, accuracy, work results, cooperation, cohesiveness, responsibility, and decision-making as an initiative dimension are all aspects of performance that can be measured.

## 3 Method

According to Ratnasih & Riwu (2020), the populace is a gathering of people who have still up in the air by scientists. The participants in this study were 305 Jakarta construction company workers. Numerous factors, including the purpose of the study and the characteristics of the population, have a significant impact on the size of the research sample. The Slovin formula (Prayitno et al.,) is one method for determining the number of samples. 2022) et. al., 2017).

Endogenous variables denoted by ( X ) are variables that affect exogenous variables, X1 = Motivation, and X2 = Communication. Meanwhile, what is symbolized by Y as the intervening variable is job satisfaction. And variable Z = performance as an endogenous variable. Primary data, models, and path analysis-based analysis methods are the types of data used. The SPSS 22.0 program was used for the calculation to ensure accuracy.

By comparing the correlation results with critical values at significant levels of 0.05 and 0.01, the validity test was carried out to ascertain the instrument's level of validity. This was accomplished by comparing the total score of each variable with the correlation score of each variable. How much the information gathered don't stray from the depiction of the variable being referred to will be demonstrated by the instrument's high and low legitimacy. In addition, Virginia & Ratnasih (2017) stated that reliability means knowing that the instruments used in research to gather the desired data can be relied upon as a data collection tool and can reveal actual information in the field. Interior dependability test is an approach to testing an estimating instrument for one time information assortment. The unwavering quality test utilized in this review is Cronbach's Alpha. When re-measuring a social phenomenon, this recipe is utilized to

decide the degree to which estimating instruments can yield generally reliable or undifferentiated outcomes.

To get parameters that are both valid and reliable, the traditional assumption test is used. Subsequently, the Ordinariness Test, Multicollinearity Test, and Heteroscedasticity Test should be utilized to test and address any infringement of basic suspicions that might happen. The Sobel test is a technique for testing the circuitous impact, or the mediating variable (Preacher & Leonardelli, 2001). Michael E. Sobel came up with this testing strategy in 1982. The strength of the backhanded impact of the free factor (X) on the reliant variable (Z) through the mediating variable (Y) is the strategy for testing. (Abu-Bader & Jones, 2021) Way examination is a method for investigating the example of connections between factors fully intent on deciding the immediate or roundabout impact of a bunch of free factors (autonomous) on the reliant variable. Boundary assessment or way coefficient estimation is the following stage in way examination. Utilizing the windows rendition of SPSS 22.0, relapse examination is utilized to appraise boundaries. These are the structural equations::

Structure 1 : $Y = \rho yx1\ X1 + \rho yx2\ X2 + \rho y\varepsilon1$
Structure 2 : $Z = \rho zx1 X1 + \rho zx2\ X2 + \rho zy\ Y + \rho z\varepsilon2$
Information :

$\rho$ = standardized regression coefficient / path coefficient
$\varepsilon$ = the influence of other variables that are not examined or the measurement error of the variable.
X1 : Work motivation
X2 : Employee Communication
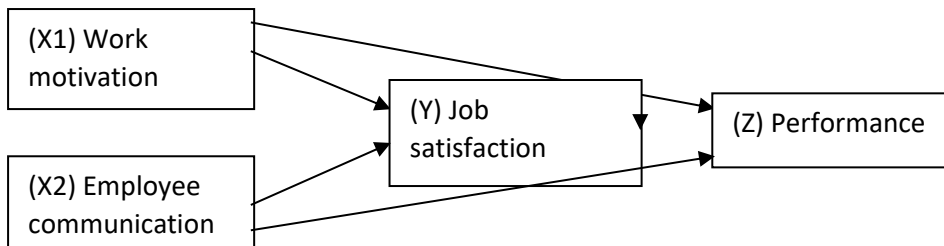Y : Job Satisfaction
Z : Employee Performance



**Fig 1**. Framework

## 4    Results and discussion

Table 1 shows how the variables for motivation, communication, also, work fulfillment influence representative execution to some extent. The t-test was utilized to decide if every free factor altogether affected the reliant variable to a limited extent. As per the accompanying test measures, H0 is dismissed if the exploration sig esteem is not exactly alpha = 0.05. This shows that every free factor affects the reliant variable at a blunder pace of alpha = 5%. Then again, H0 is acknowledged whether the examination sig esteem is more prominent than alpha = 0.05, demonstrating that, at a mistake pace of alpha = 5%, every free factor to some extent meaningfully affects the reliant variable.

**Table 1**. Substructure I . Partial t-Test
Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -4,898 | 2,155 | | -2,273 | ,025 |
| | Motivation (X1) | ,520 | ,080 | ,431 | 6,532 | ,000 |
| | Communication(X2) | ,652 | ,084 | ,513 | 7,771 | ,000 |

a. Dependent Variable: Satisfaction  (Y)
Source: Data processed 2021

It is possible to draw the following conclusion based on the t-test results shown in the table above:

a). Inspiration to some degree meaningfully affects fulfillment. This is because the resulting sig value is less than 0.05, or 0.000 (0.000 0.05), giving it an influence value of 43.1%. b) Satisfaction is influenced in part by communication, which is positive and significant. This depends on the subsequent sig esteem is beneath 0.05, specifically 0.000 (0.000 <0.05) with an impact worth of 51.3%.

In the interim, to see sub structure II with inspiration, correspondence and fulfillment factors, it very well may be viewed as follows:

**Table 2.** Substructure II . Partial t-Test
Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3,903 | 1,698 | | 2,299 | ,024 |
| | Motivation (X1) | ,211 | ,073 | ,211 | 2,896 | ,005 |
| | Communication (X2) | ,257 | ,081 | ,204 | 3,159 | ,002 |
| | Satisfaction(Y) | ,414 | ,076 | ,445 | 5,440 | ,000 |

a.  Dependent Variable: Perfomance (Z)
Source: Data processed 2021

From the results of table 2 presented in the table above, it can be concluded that:
a). Performance is influenced in part and significantly by motivation. This is due to the fact that the resulting sig value is less than 0.05, or 0.005 (0.005 0.05), with a 21.1% influence value.
b). Performance is influenced in part and significantly by communication. This is because the resulting sig value is less than 0.05, or 0.002 (0.002 0.05), with a 20.4% influence.
c) Fulfillment somewhat significantly affects execution. This depends on the subsequent sig esteem is underneath 0.05, specifically 0.000 (0.000 <0.05) with an impact worth of 44.5%.

Way examination is utilized to test the connections between factors, searching for both immediate and roundabout impacts of a variable or set of factors on different factors. In the stages that follow, the way examination's discoveries are analyzed.

1. The creation of a model based on ideas and theories is the first step in path analysis. checking the path analysis's assumptions, such as the linear and additive relationship between variables. The recursive model, which is a one-way causal flow system, cannot be analyzed, whereas the two-way (alternating) causal flow model can..

2. The calculation of the path coefficient or parameter estimation is the next step in path analysis. SPSS 22.0 for Windows is used for regression analysis for parameter estimation. To decide the immediate or backhanded impact of a bunch of exogenous factors on the endogenous, way investigation is utilized to inspect the example of connections between factors. The results of calculating the correlation coefficient for substructure 1 are presented in table 3 below:

**Table 3.** Results of Sub Structure Correlation Analysis I
Correlations

|  |  | Motivasi | Komunikasi | Kepuasan |
|---|---|---|---|---|
| Motivasi | Pearson Correlation | 1 | ,823** | ,911** |
|  | Sig. (2-tailed) |  | ,000 | ,000 |
|  | N | 105 | 105 | 105 |
| Komunikasi | Pearson Correlation | ,823** | 1 | ,848** |
|  | Sig. (2-tailed) | ,000 |  | ,000 |
|  | N | 105 | 105 | 105 |
| Kepuasan | Pearson Correlation | ,911** | ,848** | 1 |
|  | Sig. (2-tailed) | ,000 | ,000 |  |
|  | N | 105 | 105 | 105 |

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Data processed 2021

The following are the guidelines for significance testing:

1) Employee job satisfaction is directly influenced by motivation. The singular test (halfway)/t test is addressed by the worth of Sig 0.000 in the Coefficients Table. In the event that Sig 0.000 is under 0.05, or [0.000 0.05], Ho is dismissed and Ha is acknowledged. means that there is a significant path analysis coefficient. Therefore, job satisfaction is significantly influenced by motivation.

2) Employee job satisfaction is directly influenced by communication. The individual test (partial) / t test is shown in the Coefficients Table with a Sig value of 0.000. If the Sig 0.000 value is less than 0.05 or [0.000  0.05], then Ho is rejected. and the path analysis coefficient is significant if Ha is accepted. As a result, job satisfaction is significantly influenced by communication.

The following is a summary of the results of the X1 and X2 clause relationships with Y, as described above:

**Table 4.** Summary of Results of Sub-Structural Path Analysis 1

| Influence | coeffisient | Direction | Results | Results |
|---|---|---|---|---|
| Between Variables | Track (Beta) | Connection | F Uji test | t test |
| X1 to Y | 0,431 | Positive | Significant | Significant |
| X2 to Y | 0,513 | Positive | Significant | Significant |

Source: Data processed 2021

The following is presented the results of the calculation of the correlation coefficient of sub-structure II in table 4.5 below:

Substructure Equation 2: $Z = \rho zx_1 X_1 + \rho zx_2 X_2 + \rho zy Y + \rho ze_2$

**Table 5.** Results of Correlation Analysis Sub Structure 2
Correlations

| | | Motivation | Communication | Satisfaction | Performance |
|---|---|---|---|---|---|
| Motivation | Pearson Correlation | 1 | ,823** | ,911** | ,809** |
| | Sig. (2-tailed) | | ,000 | ,000 | ,000 |
| | N | 105 | 105 | 105 | 105 |
| Communication | Pearson Correlation | ,823** | 1 | ,848** | ,680** |
| | Sig. (2-tailed) | ,000 | | ,000 | ,000 |
| | N | 105 | 105 | 105 | 105 |
| Satisfaction | Pearson Correlation | ,911** | ,848** | 1 | ,786** |
| | Sig. (2-tailed) | ,000 | ,000 | | ,000 |
| | N | 105 | 105 | 105 | 105 |
| Performance | Pearson Correlation | ,809** | ,680** | ,786** | 1 |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | |
| | N | 105 | 105 | 105 | 105 |

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Processed data (2021)

The consequences of the connection examination show that the relationship coefficient among inspiration and worker execution is 0.809, implying that the connection among inspiration and representative execution is expressed to be areas of strength for extremely. The examination of the relationship coefficient between work fulfillment and representative execution yielded the consequences of 0.789, demonstrating that the association between the two is solid. An incentive for the connection coefficient that is positive shows that the connection between worker execution and occupation fulfillment is unidirectional. Coming up next is a synopsis of the consequences of the X1 and X2 proviso associations with Z, as portrayed previously:

**Table 6.** Summary of Results of Sub-Structural Path Analysis II

| Influence | coeffisient | Direction | Results | Results |
|---|---|---|---|---|
| Between Variables | Track (Beta) | Connection | F test | F test |
| X1 to Z | 0,211 | Positive | Significant | Significant |
| X2 to Z | 0,204 | Positive | Significant | Significant |
| Y to Z | 0,445 | Positive | Significant | Significant |

Source: Data processed 2021

Calculations, both direct and indirect, are the next step. In light of the Rundown and Way Coefficients of Sub Construction 1 and Sub Design 2, it tends to be seen the size of the immediate impact, backhanded impact, and all out impact between factors. The following is how the value of Beta () or the Standardized Coefficient can be used to demonstrate the direct connection between employee performance and job satisfaction:



$\rho zy$

| Job satisfaction (Y) | | Employee Performance(Z) |
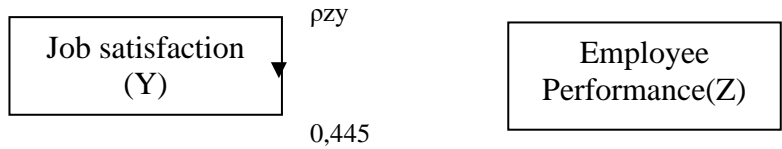
0,445

$$B_5 = \rho zy = 0,445$$

Indirect influence (*indirect effect* or IE)



$\rho yx_1$ $\rho zy$

| Motivation(X$_1$) | | Job satisfaction Y | | Employee performance(Z) |
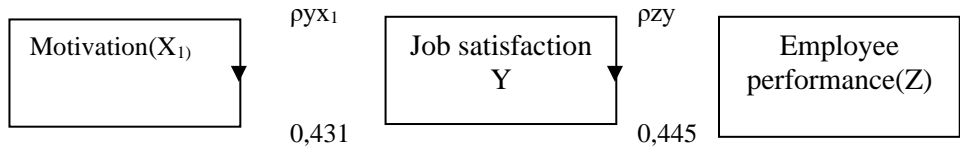
0,431   0,445

$$\beta_6 = \beta_1 \times \beta_4$$

$$= \rho yx_1 \times \rho zy$$

$$= (0,431 \times 0,445)$$

$$= 0,215$$

(7).  The following is an illustration of the indirect impact that communication has on employee performance through employee job satisfaction::

| Communication $X_2$ | $\rho yx_2$ | Job satisfaction Y | $\rho zy$ | Employee performance(Z) |
|---|---|---|---|---|
| | 0,513 | | 0,204 | |
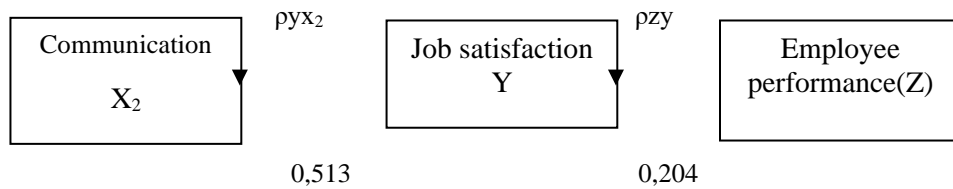
$$\beta_7 = \beta_2 \times \beta_4$$

$$= \rho yx_2 \times \rho zy$$

$$= (\ 0{,}513 \times 0{,}204\ )$$
$$= 0{,}104$$

Schumacker & Lomax provide instructions on how to test the suitability of the path analysis model by using a statistical test of the suitability of the Q coefficient model with the formula:

$$Q = \frac{1 - R^2_m}{1 - M}$$

Where Q = coeffisient Q

$$R^2_m = 1 - (1 - R^2_1) \cdot (1 - R^2_2) \ldots.(1 - R^2_p)$$

In this occurrence, the relapse examination's translation of the coefficient of assurance (R2) and the understanding of R2m are indistinguishable. The absolute variety of information that the model can make sense of is then estimated by:

$$R^2_m = 1 - (1 - R^2_1) \cdot (1 - R^2_2) \ldots.(1 - R^2_p)$$

$$R^2_m = 1 - (0{,}860)^2 \cdot (0{,}670)^2$$

$$R^2_m = \mathbf{0{,}668}$$

The R2m worth of 0.668 shows that the data in the 66.8% of the information can be made sense of by the model, or the variety of the information that can be made sense of by the model. The remaining 33.2% is accounted for by variables outside the model. The table and figure below provide a conclusive summary of the path analysis's findings, which explain the relationship between employee performance and motivation and communication in the workplace:

**Table 7**. Path Coefficient, Direct & Indirect Effect

| Variable Effect | Causal Influence | | |
|---|---|---|---|
| | **Direct** | Indirectly Via Y | **Total** |
| $X_1$ To Y | 0,431 | - | 0,431 |
| $X_2$ To Y | 0,513 | - | 0,513 |
| $X_1$ To Z | 0,211 | 0,431 | 0,191 |

| | | | |
|---|---|---|---|
| X$_2$ To Z | 0,204 | 0,513 | 0,104 |
| Y To Z | 0,445 | - | 0,499 |
| e$_1$ | 0,754 | - | 0,754 |
| e$_2$ | 0,689 | - | 0,689 |

According to King and McInerney (2014), a company's ability to achieve maximum performance depends on its employees' level of work-related motivation. The individual's level of job satisfaction rises when there are more aspects that are in line with their preferences..

## 5    Conclusion

From the consequences of exploration and examination all in all, the creators can reach the accompanying determinations:
1. According to the findings, job satisfaction is directly and significantly improved by communication and motivation. The examination's way coefficient on the worker execution variable, which is the inspiration variable (Beta), is 0.431, with an importance level of 0.000. Moreover, correspondence is 0.513, with an importance level of 0.000.

2. The findings demonstrate that employee performance is directly and significantly improved by communication and motivation. The analysis's path coefficient (Beta) on the employee performance variable is 0.211, with a significance of 0.001, according to the findings. What's more, for the correspondence variable to the worker execution variable is 0.204 with a meaning of 0.002.

3. The findings demonstrate that employee performance is significantly and directly influenced by job satisfaction. The analysis revealed a path coefficient (Beta) of 0.445 between the employee performance variable and the job satisfaction variable, with a significance level of 0.001.

4. The findings demonstrated that employee performance was positively and significantly impacted by motivation and communication. In view of the consequences of the examination, the way coefficient (Beta) of the inspiration variable on the worker execution variable is 0.191. Furthermore, the ratio of the employee performance variable to the communication variable is 0.104.

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