

The Influence Of Job Training, Work Motivation and Leadership On Employee's Job Satisfaction at PT Angkasa Pura II Sultan Mahmud Badaruddin II Airport Branch Palembang, Indonesia

Yulia Puspita Sari¹, Fadhil Yamali², Yunita Febriani³, Irwan⁴, Noor Sulistiyono⁵, Lilies Handayani⁶

{ yulia.kemenhub@gmail.com¹, fadilplg@gmail.com², yunitaaman94@gmail.com³, irwan@poltektransdp-palembang.ac.id⁴, noor.sulistiyono@poltektransdp-palembang.ac.id⁵, lilies.stath@gmail.com⁶ }

Politeknik Transportasi Sungai Danau dan Penyeberangan Palembang, Indonesia^{1,4,5},
Universitas Muhammadiyah Palembang, Indonesia^{2,3},
Graduate School of Natural Science and Technology., Kanazawa University, Japan⁶,

Abstract. PT. Angkasa Pura II is a state-owned company engaged in airport services which has several branches, one of which is Sultan Mahmud Badaruddin II (SMB II) Airport in Palembang City, South Sumatra, Indonesia. As a company engaged in services, PT Angkasa Pura II SMB II Airport Palembang is required to provide the best service and satisfaction for its service users, and cannot be separated from job satisfaction guarantees for employees in their activities to support the company's operations. Currently, there are still several employee problems related to job satisfaction that has not been maximized at PT Angkasa Pura II SMB II Airport Palembang. Based on the report data from a survey on employees of PT Angkasa Pura II, SMB II Palembang, it is still not maximized. Saturation, lack of achievement, no opportunity to innovate and get promotion and no protection from the leadership of the company, so that continuous attention is needed. This works aims to analyze and determine the effect of leadership, work motivation and job training on employee's job satisfaction at PT Angkasa Pura II SMB II Airport Palembang. This type of research is descriptive and verification, 117 employees of PT Angkasa Pura II SMB II Airport Palembang as a sample, the analysis using multiple linear regression with SPSS software. The results of this work show that leadership, job training, and work motivation have a significant influences on job satisfaction of employees of PT Angkasa Pura II SMB II Airport Palembang.

Keywords: Job Satisfaction, Leadership, Training, Motivation.

1 Introduction

The company is an organization in which there are interested parties (stakeholders) who are interrelated in an effort to run and maintain the continuity of the business of company and control the risks it faces. One of the things that must be the company main concern is the job satisfaction of its employees, job satisfaction is a positive attitude of the labor force to their work, which arises from on an assessment of the situation of work [22].

Many things affect employee job satisfaction, including leadership, job training and work motivation. Leadership can influence morale and security, job satisfaction, work life, quality, and the level of achievement of an organization [22]. Leadership is too defined as the human ability to move, direct and influence the mindset, way of working of each member working to be independent in work, especially in making decisions to accelerate the achievement of set goals. In the implementation of the implementation of an organization, basically training is needed in every process and improvement with the existence of job training. The importance of job training is defined by Widodo [27], as a series of individual activities in systematically improving skills and knowledge so as to be able to have professional performance in their fields. Training is a learning process that enables employees to carry out their current job based on standards. Work motivation is also one of the things which influence employee job satisfaction, according to motivation is the factors that exist within a person to move, direct his behavior to fulfill certain goals. The role of the motivation of employees in the company is very important in efforts to increase job satisfaction of employees, in supporting employee behavior so that they want to work harder, motivation is needed so that company goals can be achieved so that overall employees are motivated to provide their abilities optimally.

PT Angkasa Pura II is a state-owned enterprise engaged in the airport sector which have several branches, one of which is SMB II Airport located in Palembang City, South Sumatra. As a company engaged in services, PT Angkasa Pura II, SMB II Palembang Airport Branch is also required to provide the best service and satisfaction for its service users, this company is also required to ensure employees job satisfaction in supporting company's operations to run well. According pre-research observations on employees of PT Angkasa Pura II, SMB II Palembang airport, there are some employee job dissatisfaction, this showed in the Table.1 as follows;

**Table 1. PT Angkasa Pura II Employee Survey Report Data
SMB II Airport Branch Palembang**

Score	Total Employees	Persentase	Categories
85 - 100	84	52%	Very satisfied
75 - 84	48	29%	Satisfied
65 - 74	30	18%	Enough Satisfied
55 - 64	2	1%	Less satisfied
50	-		Unsatisfied
Total	164	100%	

Source: PT Angkasa Pura II HR Unit Palembang SMB II Airport Branch 2021

In Table 1 it can be seen that the job satisfaction of PT. Angkasa Pura II SMB II Palembang airport is still not optimal, where there are only 52% of employee job satisfaction who fall into the very satisfied category. This phenomenon is seen based on the results of the author's observations in the field, where there is boredom in doing work that is considered not varied and is monotonous or repeated every day. This can be seen in administrative and financial units, where job challenges are only limited to reports on the completion of work, and the work done is only repetition of what was done before, there is no opportunity for employees to innovate, because it is considered to hinder the work that is being done. so far this has been done. Furthermore, related to the opportunity to get a promotion to a higher position, employees do not have the same opportunity in terms of promotion.

Good work is not enough for employees to be or deserve to be promoted, because in addition to individual assessments, performance, achievements, the most important thing is recommendations from superiors. This creates an unfair assessment for employees, because every leader or supervisor has a hidden or not open assessment for each employee, and this assessment can indirectly hinder employees' opportunities to be promoted to a higher or better career level, as well as the protection of employees who do not feel protected in terms of dealing with complaints from airport service users, one of which is the Aviobridge service operator (the bridge connecting passengers from the airport terminal to the plane or vice versa).

When there is a complaint due to the delay in the service provided, employees are asked to face it alone in solving the problem, the delay is not only caused by the slowness of providing services but also due to limited personnel and excessive work so that they cannot perform optimally if there is a fast request from service users. This is considered the weakness of a leader in analyzing personnel needs, so that these events often occur, not given a solution in solving problems, not being given the opportunity to communicate to be a measuring point for low satisfaction at work. Employee job satisfaction in carrying out work must be balanced with abilities in the work performed, so job training is needed as a form of employee readiness in carrying out work, but at this time employees feel that there has been no increase in skills and abilities provided by the company, the company is considered to only provide general training or not focus on certain units without considering the needs in accordance with the main tasks and responsibilities carried out. With this, the motivation in creating job satisfaction is considered low, which is seen through the awards given are still selective, where employees do not have the same opportunities in obtaining awards, there are no special criteria and criteria that change in terms of determining the award, making employees are not very motivated to get it. Based on background of this problem, the team of this research is interested in taking research with the title influence of leadership, work motivation and job training on job satisfaction of employees of PT Angkasa Pura II Branch of SMB II Palembang Airport.

Creative Economy is currently a big issue in the Indonesian Government [3]. The economic trend that is shifting from the information technology era to the creative economy is a challenge for the government to set policies [4] [5]. The Tourism and Creative Economy sectors are targeted to make an increasing contribution to the resilience of the Indonesian economy. The Export Creative Economy Value Products was targeted to increase from \$ 16.9 billion to \$ 19.26 billion consecutive in 2020 to 2024. The added value of the Creative Economy is targeted to increase by IDR. 1.641 Trillion in 2024 [2].

To support the increase in these contributions, it is also necessary to increase the quality and amount of investment. Total investment in tourism and the creative economy is targeted to increase from \$ 2 billion in 2020 to \$ 3 billion in 2024. The ratio of tourism and creative economy businesses that have access to finance to the total tourism and creative economy businesses is targeted to increase from 1.8% in 2020 to 4.6% in 2024. The Ministry of Tourism and Creative Economy also protects intellectual property in the tourism and creative economy by targeting an increase in the number of products/services in the tourism and creative economy sectors whose intellectual property is registered from 1250 products/services in 2020 to 4500 products/services. services in 2024 [2].

In formulating creative economic development policies, it must involve all existing aspects. Paying attention to the perspective of stakeholders so will make the formulation of government policies more relevant because it is studied from various aspects widely [6]. This is to support the study-based regulatory index related to tourism and the creative economy is targeted to increase from 25 in 2020 to 45 in 2024. Regarding data and information on the results of the study, the Ministry of Tourism and Creative Economy targets number of creative economy

studies results utilized/produced to increase from 6 documents in 2020 to 13 documents in 2024 [2].

To improve the quality and quantity of creative economy human resources in 2020-2024, the Tourism and Creative Economy Ministry targets to increase the number of creative economy workers from 17.25 million workers in 2020 to 19.9 million workers in 2024, and the number of graduates from economic vocational colleges creative is targeted to increase from 1500 graduates in 2020 to 2200 graduates in 2024 [2]. For this reason, the potential and problems of creative economic development must be explored more broadly. And pay attention to the perspective of stakeholders in strategy formulation as a balance or government policy analyst.

2 Research Methods

2.1 Literature Review

Job satisfaction

Job satisfaction refers to an individual's general attitude towards his work [24]. a person with a high level of job satisfaction will shows a positive attitude at his work, employees who is satisfied will be able to work very well, actively, enthusiastically and can perform better than employees who do not get job satisfaction. Meanwhile, unsatisfied employees will never achieve psychological satisfaction, in the end a negative attitude (behavior) will arise which in the end will lead to frustration. This was also conveyed by Suhendi and Anggara[22], that job satisfaction is a positive attitude of the labor towards their work, which appear based on an assessment of the situation of their works [26]. suggests that there are factors that influence job satisfaction of employee in a company such as 1) Pay, 2) the work, 3) Co-workers, 4) Superiors, 5) Promotion and 6) Environment of Work. Furthermore, [2] put forward indicators of job satisfaction, namely covering; 1) Satisfaction with the works . 2) Satisfaction with salary. 3) Satisfaction with promotion 4) Satisfaction with supervision 5) Satisfaction with colleagues.

Leadership

Leadership is the power to influence someone to do or not do something, for that leadership influences other parties and in realizing the stated organizational goals, [22]. [9] argue, there are indicators owned by leadership, which are as follows; 1) Ability to analyze and make decisions. 2) Communication and listening skills. 3) Ability to delegate tasks and authority. 4) Ability to motivate. 5) Responsibility. 6) Ability to controlling the emotions. [21] leadership as a concept of management formulated in other definitions depends on the starting point.

Job Training

Training is a competency of the learning process education where the goal is to help achieve organizational goals and improve skills in both soft skills and hard skills in short time, with methods the prioritizes practice rather than theory. The process is carried out in accordance with organizational goals, training programs provide employees with specific and recognizable skills and the knowledge that can be used in the field of work. According to [27], training is a individual series of activities in increasing systematically expertise and knowledge that they are can to have professional performance in their sector. Training is the goal of improving employee's ability consisting of several types of indicators, namely knowledge, skills, and

psychomotor to help achieve the goals of a job (organization). [4], divided the training into five indicators as follows; 1) Instructor. 2) Trainees. 3) Method 4) Material 5) Training objectives.

Work Motivation

Motivation is an people's activity to decide the basic structure of goals and determine behavior to get the goals [19]. In addition, according to [12] Motivation is a passion that appears in employees that makes enthusiasm or encouragement to work optimally in order to get goals. With motivation, employees will be motivated to do their best in their duties. According to [25], the factors which influence motivation are two factors, namely internal factors and external factors originating from employees as follows: 1) Internal factors include; Desire to live, Desire to possess, appetite for appreciation, appetite for recognition, Desire for power. 2) External factors include; Working environment conditions, good supervision, adequate compensation, job security, status and responsibilities. Furthermore, the indicators in motivation According to Maslow in [18] the indicators of motivation are: 1) Physiological needs with indicators, namely: salary and pleasant working conditions. 2) The need for a sense of security with indicators namely: social security, job security. 3) Social Needs with indicators, namely: quality of supervision, close working groups. 4) The need for appreciation with indicators, namely: bonuses, award certificates, positions, responsibilities and the work itself. 5) The need for actualization with indicators, namely: achievement in work, task challenges, abilities in the organization.

Hypotheses

Hypothesis testing criteria according p-value. if the p-value is less than alpha (0.05) then the hypothesis is accepted, and if it is more than alpha (0.05) then the hypothesis is rejected. So that, the formulation of the hypothesis in this research are;

1. There is an effect of leadership, work motivation and job training on job satisfaction of employees of PT Angkasa Pura II Branch of SMB II Palembang International Airport.
2. There is an effect of leadership on employee job satisfaction of PT Angkasa Pura II Branch of SMB II Palembang Airport.
3. There is an influence of job training to job satisfaction of employees of PT Angkasa Pura II Branch of SMB II Palembang Airport.
4. There is an effect of work motivation to employee's job satisfaction in PT Angkasa Pura II SMB II Palembang Airport.

Methodology

The method used by the team research are verification research and descriptive. The population in this research were all employees of PT Angkasa Pura II SMB II Airport, according 164 people with the sampling method using cluster sampling, namely as many as 117 employees as a samples. The data analysis used multiple linear regression analysis with the Statistical Program For Special Science (SPSS). test of validity and reliability before conducting the analysis.

3. Result and Discussion

Test of Validity

Validity test is carried out to determine whether the measurement tool that has been compiled has validity or not. The value of r for $N = 117$ with a significant rate of 5% is 0.1816. So if r is greater than 0.1816 it is declared valid, otherwise if r is less than 0.1816 it is declared invalid, an item is said to represent a variable if r_{count} is greater than r_{table} . This validity test was used SPSS. The results is all statements were considered valid.

Test of Reliability

The variable is said to be reliable if it have an Alpha value more than 0.7 and Composite Reliability more than 0.7. The following is the result of the reliability test of this study for the Job Satisfaction's variable, Leadership, Job Training and Work Motivation, all of which consist of 58 indicators/questions. The test results on all variables obtained that the alpha value > 0.70 , ie 0.947 which means that the instrument used is reliable. The results of testing the variables of Leadership (X1), Job Training (X2), Motivation (X3) and Job Satisfaction (Y) get that all values of Cronbach's alpha is > 0.60 , respectively 0.866, 0.801, 0.796 and 0.874 which means that the instrument used is reliable. Therefore, all questions in each variable are declared reliable.

Profile Of Research Respondents

From the Division's criteria, of the 117 respondents Employees of PT Angkasa Pura II SMB II Airport, a total of 21.4% is the Division of Airport Maintenance, 54.7% is the Division of Airport Operation & Service, 4.3% is the Division of Commercial, 10.3% are Division of Finance & Human Resources and 9.4% are EGM Offices. Then from the job criteria, out of 117 respondents Employees of PT Angkasa Pura II Branch Office of SMB II Airport Palembang, 7.7% are part of the Managerial and 92.3% are part of the executive/staff. Then from the educational criteria, of the 117 samples employees of PT Angkasa Pura II Branch Office of SMB II Airport, a total of 41.9% are Diploma 3 / D3 graduates, 52.1% are undergraduate graduates and a total of 3.4% are high school / vocational high school graduates. Then from the gender criteria, of the 117 samples employee of PT Angkasa Pura II SMB II Airport, 66.7% were Male and 33.3% were Female. based on Term of Service, 21.4% are employees with 2 to 5 years of service, 66.7% are employees with > 5 years of work, 12% are employees with less than 2 years of service.

Multiple Linear Regression Analysis

Table 3. Regression Output

	Model	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	16515,638	4381,475,	
	Leadership (X1)	,825	,132	,569
	Job Training (X2)	,54	,151	,033
	Motivation (X3)	,399	,154	,236

a. Dependent Variable: job satisfaction (Y)

According to the multiple regression output where $a = \text{constant} = 1.6515$, it means that if the independent variables (Leadership, Job Training, and Work Motivation) are constant ($X_1, X_2, X_3 = 0$), then the variable Employee Job Satisfaction of PT Angkasa Pura II SMB II Airport is worth a constant. $b_1 = 0.825$ means that there is a positive effect of leadership on job satisfaction; employee's job satisfaction at PT Angkasa Pura II SMB II Airport will increase if leadership increases, assuming other independent variables are constant ($X_2, X_3 = 0$). $b_2 = 0.054$ means that there is a positive influence of Job Training on Job Satisfaction. If Job Training increases, it will increase Employee Job Satisfaction of PT Angkasa Pura II SMB II Airport assuming other independent variables are constant ($X_1, X_3 = 0$). $b_3 = 0.399$ means that there is a positive influence of work motivation on job satisfaction. If Work Motivation increases, it will increase Employee Job Satisfaction of PT Angkasa Pura II Palembang SMB II Airport Branch Office assuming other independent variables are constant ($X_1, X_2 = 0$).

Determination Coefficient

Tabel 4. Determination Coefficient Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,779 ^a	,607	,597	6,300.069

a. Predictors: (Constant), Motivation (X3), Leadership (X1), Job Training (X2)

Based on the SPSS Model Summary output table above, we know that the coefficient's value of determination (R Square) is 0.607. R Square value of 0.607 comes from squaring the value of the correlation coefficient (R), which is $0.779 \times 0.779 = 0.607$. The magnitude of R Square is 0.607 (60.7%). This number means that the independent variables; Leadership (X1), Job Training (X2), and Work Motivation (X3) simultaneously (together) affect the Job Satisfaction (dependent variable (Y)) by 60.7%. Meanwhile 39.3% is affected by other variables outside this regression (variables that are not examined including).

Joint Hypothesis (Test F)

From the test results we know that the F value is $58.284 > F_{\text{table}} = 2.68$ which is strengthened by a significance value of $0.000 < \alpha (0.05)$. This means that there is a positive influence so it is concluded that there is an effect of Leadership (X1), Job Training (X2), and Work Motivation (X3) on Job Satisfaction's variable (Y) Employees of PT Angkasa Pura II SMB II Airport.

Hypothesis Individually (Test t)

First Hypothesis Testing H1: we know that the value of Sig. for the effect of X1 on Y of $0.000 < 0.05$ it means that there is an effect of the independent variable on the dependent variable or the hypothesis is accepted and compared with the value of $t_{\text{count}} = 6.227 > t_{\text{table}} (1.98118)$, so the conclusion is H1 accepted, it means there is an influence of X1 on Y. Second Hypothesis Testing H2: we know that the value of Sig. for the effect of X2 on Y of $0.719 > \alpha (0.05)$ there is no influence of the independent variable on the dependent variable (the hypothesis is rejected) and the comparison of the t count value is $0.360 < t_{\text{table}} 1.98118$, so the conclusion is that H2 is rejected, meaning there is no effect of X2 on Y. Third Hypothesis Testing

H3: we known the value of Sig. 0.007 > 0.05 there is an effect of the independent variable on (the hypothesis is accepted) and the comparison of the value of t.count (2.595) > t.table (1.98118), so the concluded that H3 is accepted, it is means there is an influence of X1 on Y.

DISCUSSION

The Influence of Leadership variable, Work Motivation and Job Training on Employee Job Satisfaction of PT Angkasa Pura II SMB II Airport.

The results prove that Leadership, Work Motivation and Work Training have a joint influence on Employee Job Satisfaction at PT Angkasa Pura II SMB II Airport. From these conditions, it can be seen that the results of this research that have been conducted on indicators of leadership, work motivation and job training have a significant influence on job satisfaction of employees. It is proven almost all answers on leadership, job training have a high percentage of answers agree (> 80%). As a result, the majority of respondents agree that some of these variables do have a joint effect on employee's performance. The results are in line with research conducted by Amri et al reseach [8], where stimulantly there are a significant positive influence of leadership, religiosity and work motivation on the job satisfaction of PT. Unza Vitality Salatiga's employee.

The Effect of Leadership on Employee's Job Satisfaction at PT Angkasa Pura II SMB II Airport

The test results that leadership has a significant influence on employee's job satisfaction at PT Angkasa Pura II SMB II Airport. Based on the respondents' answers to leadership variable, although more people agree, it is necessary to pay close attention to the potential problems that arise. In line with the results of conducted by Amri et al reseach [8] and Hamsinah et al reseach [9], the partially there is a significant positive effect of leadership on employee job satisfaction. In the indicator the leadership can organize and direct you in carrying out your tasks, there are respondents who disagree with this statement. This illustrates that there are employees who think that there are still employees who feel there is a lack of coordination and communication that occurs between leaders or superiors and employees of PT Angkasa Pura II SMB II Airport in completing his work. This is also a mandatory main concern of the company so that the human resources owned by the company are able to make an optimal contribution in efforts to achieve organizational goals. that, leadership as a concept of management can be formulated in various definitions depends on where is the starting point of situation.

The Effect of Job Training on Job Satisfaction of Employee PT Angkasa Pura II SMB II Airport

The prove of the result's analysis that job training has nothing effect on employee job satisfaction at PT Angkasa Pura II SMB II Airport. These results are in contrast to before research, which states that partially and stimulants there are a significant effect amongst performance training on job satisfaction of employees. This difference is because performance training is tested with indicators according to Mangkuprawija, Sjafri (2011), whereas in this study using indicators according to Gary Dessler (2015).

The Influence of Work Motivation on Job Satisfaction of Employee's PT Angkasa Pura II SMB II Airport.

The results prove that work motivation have significant influence on job satisfaction of employees at PT Angkasa Pura II SMB II Airport. This is in line with research conducted by Azizah and Maulidina [3] and Agustin's reseach [5], partially there is a significant positive influence of motivation on job satisfaction of employee. Based on the distribution of respondents' answers to the leadership variable, although there are more who agree, need to pay attention to the potential problems that arise from the company's indicators of giving awards to all outstanding employees. The role of employees motivation in the company is very important in efforts to increase employee job satisfaction, in supporting employee behavior so that they want to work harder, motivation is needed so the goals of the company an be achieved so that overall employees are encouraged to provide their abilities optimally.

4. Conclusion

The results of analysis with 117 samples of respondents regarding the effect of Leadership variable, Work Motivation and Job Training on Employees of PT Angkasa Pura II SMB II Airport, the conclusions are:

1. Independent variable in the study (Leadership, job training, and work motivation) have a significant effect on the dependent variable (job satisfaction) of employees of PT Angkasa Pura II SMB II Airport.
2. The Leadership has a significant effect on dependent variable (job satisfaction) of employees at PT Angkasa Pura II SMB II Airport.
3. The job training has an insignificant effect on job satisfaction of employees of PT Angkasa Pura II SMB II Airport
4. The work motivation has a significant effect on job satisfaction of employees of PT Angkasa Pura II SMB II Airport

References

- [1] Asiatul, Maghfiroh. "The *Effect of Environmental Leadership Style and Compensation on Employee Job Satisfaction at PT Ladang Hijau Nauli*. Thesis, Indonesian College of Economics". Jakarta, 2021.
- [2] M. Ahmad and Z. Agustian , " *The Effect of Leadership and Work Motivation on Employee Job Satisfaction at PT. Rahman Perkasa Engineering Bekasi* ". Ubhara Management Scientific Journal, vol.1, no. 1, 2019.
- [3] N. Azizah and M. Maulidina , " *Analisis Penempatan, Motivasi Kerja Dan Pengembangan Karir Terhadap Kepuasan Kerja Pada Pt. Angkasa Pura Ii (Persero) Bandara Husein Sastranegara Bandung* ". Thesis, Universitas Komputer Indonesia, 2019.
- [4] I. Ataunur, " *Analisis Pengaruh Kompetensi Dan Pelatihan Terhadap Kepuasan Kerja* ". Jurnal EMBA. Vol. 3, no. 2, 2019.
- [5] Agustin, " *Pengaruh Motivasi Kerja, Kepemimpinan Dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan Serta Kinerja Perusahaan PT. Erha Clinic Indonesia* ". Jurnal MSD. Vol. 1, no. 1, 2018.

- [6] S. Akaari, “*The effect of ethical leadership on intrinsic motivation and employees job satisfaction*”. *Jurnal Of Business and Management*. Vol. 19, no. 7, pp. 56-67, 2021.
- [7] Bethesrida, “*Pengaruh Pelatihan dan Penilaian Kinerja Terhadap Kepuasan Kerja Karyawan (Studi pada Karyawan PT. Mitra Pinasthika Mustika Rent*”. *Jurnal Al Bayan*. Vol 20. No. 29.
- [8] A. Baihaqi , “*Pengaruh Kepemimpinan, Motivasi dan Religiusitas Terhadap Kepuasan Kerja Karyawan Pada PT. Unza Vitalis Salatiga*. *Jurnal Muqtasid*. Vol. 6, no. 2, 2015.
- [9] Hamsinah et al, “*Pengaruh Gaya Kepemimpinan Dan Stres Kerja Terhadap Kepuasan Kerja Karyawan Pada PT. Utama Duta Harapan Makassar*”.. *Jurnal Acta Diurnal*. Vol. 3, no. 4, 2017.
- [10] Hasibuan, “*Manajemen Sumberdaya Manusia dan Kunci Keberhasilan, CV Masagung, Jakarta, 1990*”. 2016.
- [11] T. Handoko and Hani, “*Manajemen Personalia dan Sumber Daya Manusia*, BPFE, Yogyakarta”. 2016.
- [12] Hasibuan, S. P. Malayu, “*Teori-Teori Motivasi Kerja*, Bumi Aksara, Jakarta”.
- [13] M. I. Kurniawan, “*Pengaruh Gaya Kepemimpinan, Motivasi Kerja Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan pada PT. Karwikarya Wisman Graha Tanjungpinang*”. *Jurnal Manajemen*. Vol. 3, no. 2, 2018.
- [14] Kartono and Kartini, “*Pemimpin dan Kepemimpinan*. Jakarta: PT. Raja Grafindo Persada, 2017.
- [15] Kusmanto. (2017). *Analisis pengaruh pengawasan, motivasi dan pembagian kerja terhadap kepuasan kerja*. *Jurnal Riset Manajemen*. 3 (2).
- [16] T. R. Lidya T, “*Analisis Kompensasi dan Kepemimpinan Terhadap Kepuasan kerja*”. *Jurnal EMBA* , VOL. 3, NO. 1, 2015.
- [17] Muस्ताqim, “*The Influence of Leadership Styles and Motivation of Employees Job Satisfaction PT Garuda Milk Artha Surabaya*”. *International Journal Of Economics and Finance*. Vol. 8, no. 10, 2016.
- [18] H. Nurhayati, “*Manajemen Sumber Daya Manusia*”. Jakarta: Penerbit Kencana.
- [19] A. Prihantoro, “*Pengaruh Motivasi Kerja, Disiplin Kerja, Lingkungan Kerja dan Komitmen Terhadap Kepuasan Kerja*”. *Jurnal EMBA*. Vol. 2, no. 3, 2015.
- [20] S. Rifki, “*Pengaruh Motivasi Kerja, Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan Serta Dampaknya Pada Kinerja Perusahaan*”. *Jurnal Manajemen Akuntansi*, vol. 4, no. 1, 2019.
- [21] N. Suryana, “*Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kepuasan kerja*”. *Jurnal Organisasi*, vol. 3, no. 5, 2018.
- [22] H. Suhendi and Anggara, “*Perilaku Organisasi*. Pustaka Setia Bandung.” Bandung, 2021.
- [23] A. Sewang, “*The Influence of Leadership Style, Organizational Culture, and Motivation on The Job Satisfaction and Lecturer’s Performance at College of Darud Dakwah Wal Irsyad (DDI) at West Sulawesi*. *International Journal Of Management and Administrative Sciences*”. Vol. 3, no. 5, 2016.
- [24] A. Satria , “*Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan Pada PT. Champ Resto Indonesia*” *Jurnal Manajemen dan Bisnis*. Vol. 1, no. 2, 2017.
- [25] E. Sutrisno, “*Manajemen Sumber Daya Manusia. Cetakan ke-6 Kencana Prenada Media Group Jakarta*”. Jakarta, 2017.
- [26] H. Tamali , “*Pengaruh Kompensasi, Kepemimpinan, Dan Lingkungan Kerja Terhadap Kepuasan Kerja (Studi Kasus Pada Pelindo 1 Persero)*”>*Jurnal Ilmiah Magister Manajemen*. Vol. 2, no. 1, pp. 55- 68, 2019.
- [27] T. Widodo T, C. B. utomo, “*Analisis Pengaruh Gaya Kepemimpinan, Disiplin Kerja Dan Pelatihan Kerja Terhadap Kinerja Karyawan Di PT Telkom Indonesia Cabang Batam*”. *Jurnal Industri Kreatif (JIK)*, vol 2, no. 1, pp. 97-104. 2018.