


# The Influence Of Transactional Leadership And Work Motivation On Employee Performance Mediated By Job Satisfaction At Pt. Ratupanca Jaya Mandiri

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Article Info	ABSTRACT
<p><b>Keywords:</b> Transactional Leadership, Work Motivation, Job Satisfaction, Employee Performance.</p>	<p>The main focus of this study is to explore how transactional leadership and work motivation impact employee performance mediated by job satisfaction. Data were collected via Google Forms, with data analysis conducted using SmartPLS software. The findings of this study indicate a positive and significant impact; transactional leadership significantly affects employee performance. However, some variables, such as transactional leadership not affecting job satisfaction and work motivation not influencing employee performance, show that these relationships are not significant. Similarly, job satisfaction not significantly affecting employee performance and work motivation not significantly impacting job satisfaction indicate non-significant relationships at PT Ratupanca Jaya Mandiri. The mediation analysis reveals that job satisfaction plays a role in the correlation between transactional leadership and work motivation and impacts employee performance. This research is expected to help the company and improve employee performance.</p>
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## INTRODUCTION

Every organization sets goals, and to achieve these goals, effective human resource management becomes crucial. Given the increasing business competition, companies need human resources that are not only efficient but also innovative and productive. Enhancing employee performance is a key strategy for rapid human resource development. Focusing on employee performance becomes essential, especially in the midst of intense competition. According to research by Mathis and Jackson (2001) in Burhanudin & Agus Kurniawan (2020), performance essentially refers to the actions or inactions of employees in carrying out their roles. Effective employee performance is vital for the growth of a company, and leaders must pay attention to their staff's capabilities. Recognizing that everyone has different abilities underscores the need to hire individuals with good performance.

Employee performance is crucial for the progress of an organization. Performance refers to the results of work or tasks performed by employees and involves various aspects such as

the quality and quantity of work, time spent on tasks, and collaborative efforts to achieve organizational goals within a business entity. Several factors influence employee performance, including a leadership style that provides inspiration, support, and guidance. This proactive encouragement fosters a motivating work atmosphere, enhances employee engagement, and overall, creates a dynamic and efficient work environment (Setiawan & Pratama, 2019).

Employee performance emerges as the bedrock upon which organizational advancement is built. It encapsulates a myriad of dimensions, including work quality, quantity, timeliness, and the collaborative synergy fostered among team members towards the attainment of shared objectives. Within this paradigm, the dedication, efficiency, and spirit of cooperation exhibited by employees serve as the corners to Department of Management Faculty of Economics and Business Universitas Pelita Bangsa, Cikarang, Indonesiakkine of a company's success, underscoring the indispensable role played by each individual in driving collective progress (Ichsan R, 2020).

The cultivation of exemplary performance transcends the purview of individual capabilities, delving into the intricate interplay of motivation and job satisfaction. Leaders, cognizant of the pivotal role played by these factors, are entrusted with the task of nurturing a conducive work environment that kindles the flames of intrinsic motivation among employees. Motivation, as expounded by (Liyas, 2019) encompasses the multifaceted interplay of intensity, direction, and persistence in individuals' efforts towards goal attainment. It serves as the catalyst that propels employees towards the zenith of their capabilities, imbuing their endeavors with a sense of purpose and drive.

The intricate tapestry of employee performance is further enriched by the nuanced nuances of job satisfaction. This complex construct reflects the amalgamation of emotions, perceptions, and attitudes harbored by employees towards their job roles. Satisfied employees, buoyed by feelings of contentment and fulfillment, are predisposed towards peak performance, channeling their energies towards the realization of organizational objectives. Conversely, those grappling with dissatisfaction may find themselves adrift, unable to attain psychological fulfillment or unlock their full potential (Ezeanyim & Ufoaroh, 2019)

The pursuit of exemplary employee performance emerges as a multifaceted endeavor, underpinned by the intricate interplay of motivation, job satisfaction, and the relentless pursuit of organizational goals. As organizations navigate the complexities of the modern business landscape, they must remain attuned to the diverse needs and aspirations of their workforce, fostering a culture of empowerment, engagement, and excellence that serves as the bedrock of sustained success.

## Literature Review

### Employee Performance

Performance is one of the assessment parameters within an organization that is related to the work, position, or role within the organization, which is a form of employee performance that can be observed directly. According to (Erawati & Wahyono, 2019), Good work results are characterized by the quality and quantity achieved by an individual to achieve specific goals. Meanwhile, according to (Hustia, 2020), Performance is the result of assessing

performance both individually and as a group within the company, so that they can carry out the main tasks applicable within the organization. Performance can also be interpreted as the realization of plans that have been formulated with a focus on resource capacity (Syafriuddin, 2021).

### **Transactional Leadership**

Transactional leadership is one approach to leadership within an organization where the relationship between the leader and their members is based on specific exchanges or agreements. In this model, the leader provides direction to subordinates in exchange for rewards or recognition given directly after tasks are completed according to instructions. This approach is often seen as a way to motivate individuals by linking job achievements with tangible incentives, as well as ensuring that the resources needed for the tasks are available. This approach focuses on efficiency in achieving current goals for individuals ((Thoyib & Shyaman, 2020) According to Siagian (2007) in (Qasanah & Uswatun, 2020), who explains that transactional leadership style is characterized by leaders providingAs for the questionnaire, it involves distributing a number of questions to research respondents regarding the variables of transactional leadership, organizational commitment, and job satisfaction. The questionnaire is prepared based on indicators found in the form of closed statements.

### **Work Motivation**

Work motivation is the drive or enthusiasm that propels someone to carry out tasks with full effort and work effectively to achieve the company's goals. Work motivation is also a collection of forces or energy, both internal and external to the job, which begins with job-related efforts, its intensity, and persistence. According to (Hasibuan & Silvya, 2019), Motivation is a driving factor for someone to work, such as high salary, supportive leadership, adequate work facilities, a comfortable work environment, and good relationships with colleagues, among others. According to (Nur Adinda et al., 2023a), Employees who are motivated tend to excel in their tasks, producing better results. Individuals with strong motivation rarely find their tasks challenging and continue to strive for excellence while aiming for personal growth.The measurement model or outer model shows how each block of indicators interacts with other variables. Evaluation of the measurement model is done through confirmatory factor analysis with the MTMM (MultiTrait-MultiMethod) approach to test convergent and discriminant validity. Meanwhile, reliability is tested using two methods, namely Cronbach's Alpha and Composite Reliability.

### **Job Satisfaction**

Job satisfaction is the positive perception individuals have regarding their job outcomes. High job satisfaction correlates with positive professional attitudes, while low satisfaction indicates less favorable views. It encompasses interactions with colleagues, superiors, compliance with rules, and overall working conditions. It significantly influences motivation, discipline, and performance, aiding in achieving organizational goals. To achieve satisfaction, employees need to interact well, adhere to guidelines, and meet standards (Andara, 2020). According to (Prayogo et al., 2019), job satisfaction leads to increased enthusiasm, commitment, and compliance in work.

### **Relationship between Transactional Leadership and Employee Performance**

The research conducted by (Anggraeni & Kasmir, 2021) shows that the transactional leadership style implemented by the company has yielded impressive results in enhancing employee performance. With a clear and task-oriented approach, leaders in this company were able to provide precise guidance to employees, ensuring that each task and responsibility was carried out with maximum efficiency and effectiveness. Clarity in expectations, regular feedback, and a structured reward system are key components in strengthening the relationship between management and employees. The positive impact of this leadership style is also reflected in employee retention. Employees feel valued and understood, which in turn reduces turnover rates and enhances their loyalty to the company. This affirms that Transactional Leadership positively influences employee performance.

### **Relationship between Work Motivation and Employee Performance**

Previous research has revealed that work motivation is the energy that drives individuals to perform their best in their tasks to achieve the company's vision. With this drive, employees not only work optimally but also contribute positively to the achievement of common goals. Individuals who are passionate about their work tend to face challenges with enthusiasm and strive to continuously improve the quality of their work, seeking ways to innovate and grow (Nur Adinda et al., 2023). Research conducted by (Putra et al., n.d.) also states that work motivation has a positive and significant influence on employee performance in the labor and industry office of Padang City. This indicates that the results have a positive and significant influence on employee performance, allowing organizations within the company to maintain the quality of employee performance.

### **Relationship between Job Satisfaction and Employee Performance**

Job satisfaction refers to an individual's contentment or discontent with their job. The level of job satisfaction can positively influence employee performance. Conversely, job dissatisfaction can lead to a decrease in performance. This indicates the importance of a supportive work environment and motivating job conditions. Furthermore, job satisfaction is not just about salary or benefits but also about recognition, opportunities for development, and good relationships with coworkers and supervisors. This demonstrates how job satisfaction can impact an individual's motivation in work, and previous research has confirmed the significant role of job satisfaction in employee performance (Zulia Eka Pusparini & Hapzi Ali, 2023).

### **Conceptual Framework**

Based on the description above, a research framework can be developed as follows:

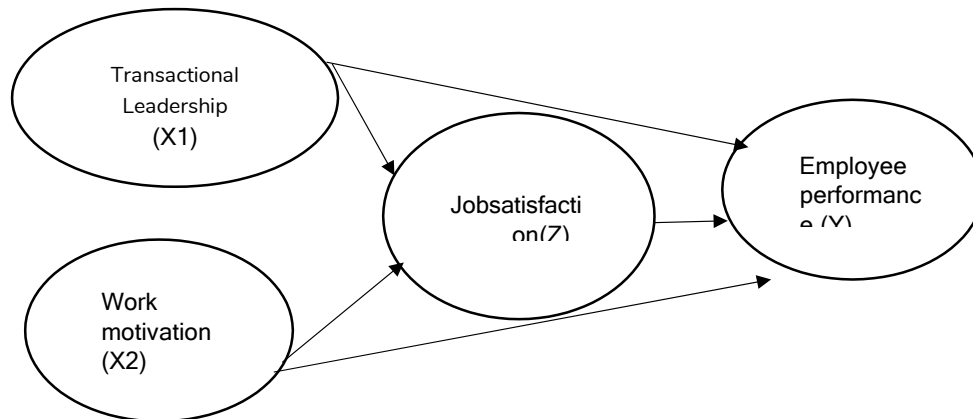


Figure 1. Conceptual Framework

### Research Hypothesis

Derived from the conceptual framework outlined above, the researcher proposes the following research hypotheses: Based on the conceptual framework of the research above, the research hypotheses proposed by the researcher are as follows:

1. Does transactional leadership influence employee performance at PT. Ratupanca Jaya Sarana?
2. Does work motivation influence employee performance at PT. Ratupanca Jaya Sarana?
3. Does job satisfaction influence employee performance at PT. Ratupanca Jaya Sarana?
4. Does transactional leadership influence job satisfaction at PT. Ratupanca Jaya Sarana?
5. Does job satisfaction influence employee performance at PT. Ratupanca Jaya Sarana?
6. Does transactional leadership influence employee performance with job satisfaction as a mediating variable at PT. Ratupanca Jaya Sarana?
7. Does work motivation influence employee performance with job satisfaction as a mediating variable at PT. Ratupanca Jaya Sarana?

### METHODS

This research uses quantitative methods. According to Sugiyono (2016:13), quantitative research is defined as: "Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine specific populations or samples, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis aimed at testing predetermined hypotheses." Population refers to the entire group of people, events, objects, or other subjects that are the focus of research to be investigated (Mulyanto & Wulandari, 2019) In the context of this research, the population referred to is the employees of PT. Ratupanca Jaya Mandiri totaling 90 people, consisting of both permanent and contract employees. Sample is a part of the population, consisting of a number of individuals. According to (Sugiyono, 2019), non-probability sampling is a sampling method that does not give equal opportunity to every element or member of the population to be selected.

Instead, by applying the saturated sampling technique, the same principle is applied: non-probability sampling remains a method that provides unequal opportunities for each member of the population to be chosen. The collected data were analyzed using Structural Equation Modeling (SEM) analysis technique and SmartPLS software. Data collection methods used in this research include observation method, literature review, and questionnaire distribution via Google form.

## RESULTS AND DISCUSSION

### Validity test and Reliability

The research utilized the Smart Partial Least Square (PLS) 3.0 application to conduct tests on validity and reliability. Validity testing aimed to ascertain the credibility of questionnaire statements, while reliability testing evaluated the consistency of variables. The outcomes of these tests are detailed in the subsequent table.

**Table 1.** Validity dan Reliability Test

Variabel	Indikator	Outer Loading	Validitas	Cronbach's Alpha	Description
The Influence of Transactional Leadership (X1)	TTL 1	0,752	VALID	0,816	Reliabel
	TTL 2	0,604	VALID		
	TTL 3	0,672	VALID		
	TTL 4	0,758	VALID		
	TTL 5	0,861	VALID		
	TTL 6	0,832	VALID		
Work Motivation(X2)	WM 1	0,716	VALID	0,902	Reliabel
	WM 2	0,741	VALID		
	WM 3	0,595	TIDAK VALID		
	WM 4	0,531	TIDAK VALID		
	WM 5	0,748	VALID		
	WM 6	0,654	VALID		
	WM 7	0,698	VALID		
	WM 8	0,728	VALID		
Employee Performance (Z)	EMP 1	0,768	VALID	0,951	Reliabel
	EMP 2	0,784	VALID		
	EMP 3	0,780	VALID		
	EMP 4	0,855	VALID		
	EMP 5	0,836	VALID		
	EMP 6	0,850	VALID		
	JS 1	0,756	VALID	0,942	Reliabel
	JS 2	0,765	VALID		

Job Satisfaction(Y)	JS 3	0,775	VALID
	JS 4	0,704	VALID
	JS 5	0,765	VALID
	JS 6	0,765	VALID
	JS 7	0,763	VALID
	JS 8	0,830	VALID

Source: Processed primary data, 2023

Based on the information provided in the previous Table 1, it is clear that all indicators display an outer loading greater than 0.5, validating their suitability for further research and analysis. Below is a depiction illustrating the outer loading of the research after elimination.

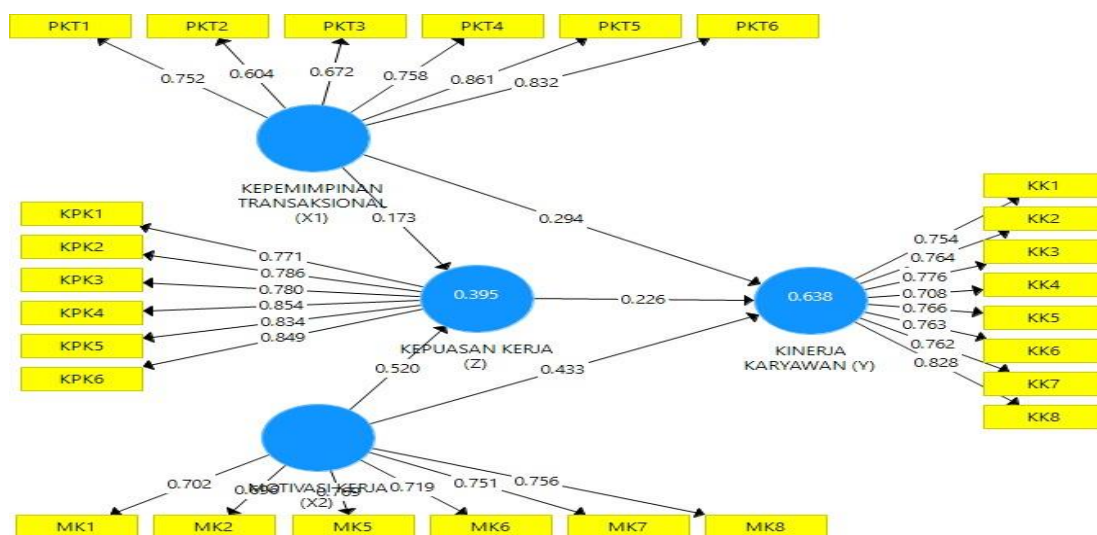


Figure 2. Outer Loading Output

### Inner Model Test Results

After completing the validity and reliability evaluations, the subsequent stage involves examining the Structural or Inner Model. This analysis is conducted using the R-Square test. Below is the R-Square value obtained from this research:

Table 2. R-Square

Variabel	R Square	R Square Adjusted
Kinerja Karyawan (Y)	0,638	0,626

Source: SmartPLS 3.0 output, primary data processed in 2023

Based on the data in Table 2 above, an R-Square value of 0.638 is generated. This suggests that the impact of Transactional Leadership (X1), Work Motivation (X2), and Job Satisfaction (Z) on Employee Performance (Y) amounts to 0.638. Meanwhile, the remaining 36.2% is explained by variables outside the scope of this research.

### Hypothesis Test Results

The hypothesis testing in this research can be observed in the Path Coefficient table,

which functions to test whether a hypothesis can be accepted or rejected. The criteria for Path Coefficient are set at 5%, with a t-value of 1.96. If the t-statistic value is greater (>1.96), then the hypothesis is significant or H0 is rejected and Ha is accepted. The Path Coefficient table for this study is as follows:

**Tabel 3.** Path Coefficient

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Transactional Leadership (X1) -> Employee Performance (Y)	0,173	0,176	0,121	1,425	0,155
Transactional Leadership (X1) -> Job Satisfaction (Z)	0,294	0,296	0,118	2,498	0,013
Job Satisfaction (Z) -> Employee Performance (Y)	0,226	0,212	0,145	1,552	0,121
Work Motivation (X2) -> Employee Performance (Y)	0,520	0,526	0,103	5,024	0,000
Work Motivation (X2) -> Job Satisfaction (Z)	0,433	0,447	0,109	3,966	0,000

Source: Output SmartPLS 3.0, (2023)

### Implications of Research Results

1. The study findings indicate that Transactional Leadership Style (X1) doesn't significantly affect Employee Performance (Y) at PT. Ratupanca Jaya Mandiri. Despite a significant t-statistic value of 1.425, it falls short of the significance threshold (> 1.96), leading to the acceptance of hypothesis 1. This aligns with prior research by (Sony Septiawan et al., 2024), suggesting that Transactional Leadership Style doesn't enhance employee performance.
2. Transactional Leadership Style (X1) significantly influences Job Satisfaction (Z) among PT. Ratupanca Jaya Mandiri employees. Despite a notable t-statistic value of 2.498, it doesn't meet the significance threshold (> 1.96), leading to the acceptance of hypothesis 2. This aligns with prior research by (Muhammad Syamsul Hidayat et al., 2024), indicating a positive influence of Transactional Leadership Style on job satisfaction.
3. Job Satisfaction (Z) doesn't significantly impact Employee Performance (Y) at PT. Ratupanca Jaya Mandiri, as indicated by a t-statistic value of 1.552, which falls below the significance threshold (< 1.96). Thus, hypothesis 3 is accepted, aligning with the conclusions of (Syahrul Romdhon & Bramantiyo Eko Putro, 2024), suggesting a negligible influence of job satisfaction on employee performance.
4. Work Motivation (X2) significantly affects Employee Performance (Y) among PT.



Ratupanca Jaya Mandiri employees, with a t-statistic value of 5.024, surpassing the significance threshold ( $> 1.96$ ). Therefore, hypothesis 4 is accepted, indicating a positive impact of work motivation on employee performance. This supports the findings of Imam Sanyoto (2024), suggesting a significant influence of work motivation on both performance and job satisfaction.

5. Work Motivation (X2) influences Job Satisfaction (Z) among PT. Ratupanca Jaya Mandiri employees significantly. With a t-statistic value of 3.966, it surpasses the significance threshold ( $> 1.96$ ), leading to the acceptance of hypothesis 5. This aligns with (Jems D. Melowdies & John E.H.J. FoEh, 2024) findings, indicating that work motivation positively affects job satisfaction.
6. Neither Transactional Leadership Style (X1) nor Job Satisfaction (Z) significantly influence Employee Performance (Y) at PT. Ratupanca Jaya Mandiri, as indicated by a t-statistic value of 0.904, falling below the significance threshold ( $< 1.96$ ). Thus, hypothesis 6 is accepted, suggesting a partial absence of influence on employee performance. This is consistent with the findings of Putranto and Ridwan Dwi (2023), indicating a partial lack of influence on employee performance.
7. Work Motivation (X2) and Job Satisfaction (Z) don't significantly affect Employee Performance (Y) at PT. Ratupanca Jaya Mandiri, with a t-statistic value of 1.472, meeting the significance threshold ( $> 1.96$ ). Therefore, hypothesis 7 is accepted, indicating that neither variable significantly influences employee performance. This aligns with Tjutjuk Hardianto et al.'s (2021) research, suggesting a partial mediation role of job satisfaction in the influence of motivation and employee engagement on nurse performance.

## CONCLUSION

The Transactional Leadership Style does not have a significant impact on Employee Performance at PT. Ratupanca Jaya Mandiri. This is because the Transactional Leadership Style implemented by the company is not properly executed by the company's leaders. However, the Transactional Leadership Style has a significant impact on Employee Satisfaction at PT. Ratupanca Jaya Mandiri, due to the lower-level leaders who effectively implement this style. Job Satisfaction does not significantly affect Employee Performance at PT. Ratupanca Jaya Mandiri. This is because the upper leaders do not implement policies that respect employees, resulting in very low job satisfaction. Work Motivation affects Employee Performance at PT. Ratupanca Jaya Mandiri because the lower leaders consistently motivate employees to stay focused and work according to the company's established SOPs. Work Motivation also significantly impacts Job Satisfaction at PT. Ratupanca Jaya Mandiri, indicating that Work Motivation can enhance Job Satisfaction.

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