

Analysis of Motivation, Leadership Style, and Communication on the Performance of Members of the Sulawesi Truck Driver Association Kotamobagu Branch through Job Satisfaction As an Intervening Variable

Lucky Dotulong^{a,*}, Sjendry Loindong^a, Jacky Sumarauw^a, Debry Ch. A. Lintong^a

^a Department of Management faculty of Economic and Business, Universitas Sam Ratulangi Manado, Indonesia

¹ Email First Author*; luckydotulong@unsrat.ac.id*, loindong18s@unsrat.ac.id, jackysbs@unsrat.ac.id, debry_lintong@unsrat.ac.id

* corresponding author

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ABSTRACT

The background of this research is that the performance of members of the Sulawesi Truck Driver Association, Kotamobagu City branch, has not been maximized. There are still accidents on the road or when loading and unloading goods and complaints from transportation users who use the services of members of the Sulawesi Truck Driver Association, Kotamobagu City branch personally which makes losses in terms of material service users. Such performance results in the organization's name becoming bad. The purpose of this study was to analyze motivation, leadership style, and communication on the performance of members of the kotamobagu branch of the Sulawesi truck driver union through job satisfaction as an intervening variable. The research stages carried out were field observations, then literature studies, data collection both primary and secondary. Followed by research, data analysis and discussion, after that draw conclusions and provide suggestions. The results showed that the variables of motivation, leadership style, and communication had no effect on the job satisfaction of truck drivers who were members of the Sulawesi truck driver union, Kotamobagu city branch. motivation, leadership style, communication, and job satisfaction have no effect on the performance of truck drivers who are members of the Sulawesi truck driver union, Kotamobagu city branch.

1. Introduction

In the world of business and organizations, member performance is an important factor in determining the success of an organization. Motivation, leadership style, and communication are very important factors to influence the performance of organizational members. Motivation helps organizational members to be excited and work well, leadership style helps lead and direct organizational members to achieve their goals, while communication helps build relationships and maintain openness of information between organizational members. Several studies support that motivation, leadership style, and communication variables have a positive effect on performance. Motivation affects performance. Dharma (2018) found that work motivation has a positive and significant effect on the performance of employees of PT Bank Aceh Syariah Lhoksumawe. Agustinus and Halim (2021) found the results of their research, namely that there is a positive and significant influence between motivation variables on the performance of café employees in Medan. But there are also several studies that are not in line with the findings above in the sense that motivation has no effect on performance. Among them is research conducted by Hidayat (2021), he found that motivation has no effect on the performance of employees of PT Surya Yoda Indonesia. Anggreni et al (2019), from the results of their research found that motivation has no effect on Non-Medical Support Employees of the Wangaya Denpasar Hospital Section. Leadership style can be seen as a way for someone to influence others in achieving predetermined goals. Research conducted by Siagian and Khair (2018) found that leadership style influences the performance of employees of PT PLN Persero North Sumatra Development Parent Unit. While research conducted by Nugroho (2018), found that leadership style has no effect on the performance of CV Anugerah. Communication is the process of

sending messages and information from one individual to another (Robbins & Judge, 2017). Effective communication can improve employee performance and job satisfaction. In addition, open and clear communication can also help build harmonious working relationships between superiors and subordinates. The difference in results shows that further research needs to be done to get the best results from the theoretical basis of the experts. The Kotamobagu branch of the Sulawesi Truck Driver Association is an organization of truck drivers operating in the Sulawesi region. Currently, there are 103 members registered as members of the Sulawesi Truck Driver Association (PSTS) Kotamobagu Branch. But those who actively participate in organizational activities are 79 drivers. They are scattered in Kotamobagu City and areas around Kotamobagu City. Truck drivers have a very important role in the distribution of goods and services in Kotamobagu City and surrounding areas, however, there are several problems that are often faced by truck drivers, such as accident rates, vehicle damage on the road, decreased performance, and low job satisfaction. Previous research shows that motivation, leadership style, and communication have a significant or insignificant effect on the performance of organizational members. However, there is no research that specifically examines the influence of these three factors on the performance of members of the Kotamobagu branch of the Sulawesi Truck Drivers Association. Research Objectives (1) To determine the effect of motivation on job satisfaction of truck drivers of the Truck Driver Association (PSTS) Kotamobagu City Branch. (2) To determine the effect of leadership style on job satisfaction of truck drivers of the Kotamobagu City Branch of the Truck Driver Association (PSTS). (3) To determine the effect of communication on job satisfaction of truck drivers of the Kotamobagu City Branch of the Truck Driver Association (PSTS). (4) To determine the effect of motivation on the performance of truck drivers of the Kotamobagu City Branch of the Truck Driver Association (PSTS). (5) To determine the effect of leadership style on the performance of truck drivers of the Truck Driver Association (PSTS) Kotamobagu City Branch. (6) To find out the effect of communication on the performance of truck drivers of the Truck Driver Association (PSTS) Kotamobagu City Branch. (7) To see the effect of job satisfaction on the performance of truck drivers of the Kotamobagu City Branch of the Truck Driver Association (PSTS).

2. Literature Review

Performance is defined as the results of work achieved by an individual or group in achieving organizational goals (Robbins & Coulter, 2012). According to Mathis (2011) employee performance is an activity carried out by employees that is influenced by ability, motivation, support received, the existence of work performed by employees, employee relations with the company. Motivation is defined as an internal force that drives individuals to achieve certain goals or desires (Gagne & Deci, 2005). Herzberg's motivation theory divides motivation into two factors, namely hygiene and motivator factors. Hygiene factors relate to external factors, such as salary and working conditions, while motivator factors relate to internal factors, such as growth opportunities and recognition. Northouse (2013) says, leadership style is defined as a leader's pattern of behavior in influencing others to achieve certain goals. Situational leadership theory of Hersey and Blanchard (1982) divides leadership styles into four, namely delegative, participative, persuasive, and instructional. Communication is defined as the exchange of information and messages between two or more parties (Littlejohn & Foss, 2009). Effective communication among organizational members and their leaders is important to achieve organizational goals. Organizational Communication Theory: This theory was developed by Chester Barnard and states that effective communication between individuals and groups within an organization can improve performance and productivity. Dual Factor Theory (Frederick Herzberg): This theory states that there are two factors that influence employee job satisfaction, namely hygienic and motivational factors. Hygienic factors such as salary, working conditions, and organizational policies affect job satisfaction negatively if they are not met, while motivational factors such as recognition, achievement, and responsibility affect job satisfaction positively. Job satisfaction is defined as a person's affective response to the job (Spector, 1997) Job satisfaction can affect individual or group performance in the organization.

Sipayung & Purba (2021)13. The variables of this study are motivation (X1), workload (X2), work environment (X3), employee performance (Z) and the intervening variable is Job Satisfaction (Y). Data was obtained through interviews using a questionnaire. The data analysis techniques used are validity, reliability, classical assumption tests (normality, multicollinearity, heteroscedasticity and linear) and hypothesis testing (path analysis techniques and Sobel tests). The results showed that

motivation and workload have a positive and significant effect on job satisfaction, while the work environment has no significant effect on job satisfaction. Motivation and workload have a positive and significant effect on employee performance, while the work environment has no significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Motivation, workload and work environment have a positive effect on employee performance through job satisfaction of employees of the Deli Serdang Regency Environmental Service. Eliyana, Ma'arif, Muzakki (2019) This research focuses on discussing the antecedent variables of transformational leadership and its effect on the performance of mid-level leaders in the Pelabuhan Indonesia II organization. The sample used in this study was 30 respondents as 75% of the population. The technique used to collect data from respondents was a questionnaire to minimize differences in interpretation between respondents and researchers. Furthermore, the analysis model used is a structural equation model (SEM) with the basis of theory and concepts, from the Partial Least Square (PLS) program package so that the results are accurate. This study found that transformational leadership has a significant effect directly on job satisfaction and organizational commitment. However, transformational leadership cannot have a significant impact on performance when intervened by organizational commitment and cannot have a direct impact on performance.

Aboramadan, Dahleez, Hamad (2020)¹⁵. The purpose of this study is to investigate the impact of servant leadership on work engagement and affective commitment among academics in higher education. In addition, this paper highlights the role of job satisfaction as an intervening mechanism among the variables under study. Design/methodology/approach - Self-administered questionnaires were distributed to working academics We used structural equation modeling to test the hypotheses. Findings - A positive relationship was found between servant leadership and affective commitment. The relationship between servant leadership and work engagement was fully mediated by job satisfaction, while partial mediation was found between servant leadership and affective commitment. Both work engagement and affective commitment had a positive impact on academics' job performance. Practical implications - This paper provides fertile ground for higher education managers regarding the role of leadership in stimulating work engagement and organizational commitment among academics. Originality/value - First, this paper is one of the few studies that empirically examines servant leadership in higher education using data derived from non-Western contexts as most servant leadership research is conducted in the Western part of the world (Parris and Peachey, 2013). Second, we empirically provide evidence for the argument that servant leadership is needed in higher education. Third, this paper contributes to the limited research on work engagement and commitment in the higher education sector.

He et al. (2019)¹⁶. This study aims to examine the types of communication such as horizontal communication, downward communication and upward communication that have an impact on employee performance in a property development company in Malaysia. A survey questionnaire approach was applied to collect data in this study. A total of 120 respondents participated in this study. The results showed that downward communication (DC) and horizontal communication (HC) have a significant positive impact on employee performance. The findings of this study can provide important insights and information for property development companies to better understand the importance of communication between employees in improving employee performance. To realize this, management can focus on developing soft skills to improve the ability to express and communicate between employees. Management should organize more activities such as inter-departmental meetings to create a quality bond between superiors and subordinates. A proper training and development plan should be made to realize effective communication in the organization.

Pais & Pattiruhu (2017). This study investigates with empirical methods the effect of motivation, leadership, and organizational culture on job satisfaction, and employee performance at Wahana Resources Ltd North Seram District, Central Maluku Regency, Indonesia. in Wahana Resources Ltd North Seram District, Central Maluku Regency, Indonesia. This study is intended to be a critical review for academics researching the field of human resource management (HRM). The sample of this study consisted of 155 employees who were selected using the Proportionate Stratified Random Sampling method. At the same time, data were collected using questionnaires and then analyzed using Structural Equation Modeling on Amos. The results of data analysis show that work motivation and organizational culture have a positive and significant effect on performance, but have no significant effect on employee job satisfaction. While leadership has a significant effect on employee job

satisfaction, but has no effect on performance. The results of testing the coefficient of determination show that job satisfaction is influenced by 57.4% by leadership motivation variables, and culture, while employee performance variables are influenced by 73.5% by motivation, leadership, culture, and job satisfaction variables. The rest is influenced by other factors outside of this study. Employee motivation, leadership, and organizational culture need to be improved to increase job satisfaction. Indirectly, if employee job satisfaction increases, then employee job satisfaction increases, then employee performance will also increase.

3. Method

Respondents of this research are truck drivers who are members of the Sulawesi Truck Driver Association organization, Kotamobagu City Branch. The research data used is quantitative data, which is systematic and organized in research (Sugiyono, 2021). The population is 79 drivers who are members of the Sulawesi Truck Driver Association, Kotamobagu City branch. The sampling technique used in this study was saturated sampling. (Sugiyono, 2021). So, the sample in this study were 79 truck drivers who were members of the Sulawesi Truck Driver Association, Kotamobagu City Branch. Questioners collected and valid for processing are 70. Data processing uses XLSTAT statistical analysis processing software version 2021 with the aim of obtaining accurate calculation results and making it easier to process data, making it faster and more precise. The Partial Least Square (PLS) model is a powerful indeterminacy factor analysis method because it does not assume data must be with a certain scale measurement, small sample size. PLS can also be used for theory confirmation. The variables in this study are Motivation (X1), Leadership Style (X2), Communication (X3), Job satisfaction as an intervening variable (Z), and Job Satisfaction (Y).

4. Results and Discussion

3.1 Validity and Reliability Test

The model must be tested using validity and reliability tests. The results of the validity test using XLSTAT are as follows:

Table 1. Cross-loadings (Monofactorial manifest variables)

	X1 Motivation	X2 Leadership Style	X3 Communication	Z Performance	Y Job Satisfaction
X1.1	0.935	0.599	0.157	-0.118	-0.152
X1.2	0.628	0.598	0.286	-0.104	0.103
X1.3	0.852	0.486	0.219	-0.143	-0.040
X2.1	0.454	0.731	0.201	-0.073	0.034
X2.1	0.627	0.975	0.306	-0.210	0.127
X2.3	0.913	0.605	0.170	-0.126	-0.144
X3.1	0.215	0.298	0.935	0.174	0.355
X3.2	0.044	0.132	0.660	0.033	0.193
X3.3	0.196	0.299	0.674	0.035	0.076
Z1.1	-0.152	-0.190	0.132	0.727	-0.004
Z1.2	-0.010	-0.116	0.055	0.699	0.016
Z1.5	-0.106	-0.117	0.110	0.819	0.162
Y1.1	-0.130	0.069	0.291	0.085	0.827
Y1.2	-0.144	0.127	0.192	0.014	0.843
Y1.3	-0.040	0.123	0.347	0.121	0.878

Source: 2023 processed data

After eliminating invalid indicators, what is taken is that all the indicators above have a loading factor above 0.5, meaning that the indicators used in this study are valid.

3.2 Reliability Test

Reliability / reliability (degree of consistency) is a measure that shows how high an instrument can be trusted or can be relied upon, meaning that reliability concerns the accuracy (in the sense of consistency) of the measuring instrument.

Table 2. Composite reliability (Monofactorial manifest variables)

Latent variable	Indicators	Cronbach's alpha	D.G. rho (PCA)	Condition number	Critical value	Eigenvalues
X1 Motivation	3	0.806	0.886	2.365	1.000	2.162
						0.451
						0.387
X2 Leadership Style	3	0.779	0.872	2.499	1.000	2.084
						0.583
						0.334
X3 Communication	3	0.706	0.836	2.000	1.000	1.891
						0.636
						0.473
Z Job Satisfaction	3	0.636	0.806	2.071	1.000	1.763
						0.825
						0.411
Y Performance	3	0.808	0.887	2.501	1.000	2.170
						0.483
						0.347

Source: Processed Data 2023

A research instrument is said to be reliable if the Cronbach's Alpha value is > 0.60 (Ghozali, 2016). Therefore, the decision-making criteria in the reliability test are as follows:

- If the Cronbach's Alpha value is > 0.60 , then the question items in the questionnaire are reliable.
- If the Cronbach's Alpha value is < 0.60 , then the question items in the questionnaire are not reliable.
-

It can be concluded that all research instruments are said to be reliable.

In validating the overall model, goodness of fit (GoF) is used. The GoF index is a single measure used to validate the combined performance of the measurement model (outer model) and the structural model (inner model). The GoF index value is obtained from the averages communalities index multiplied by the model R^2 . This GoF value ranges from 0 - 1 with the interpretation of this value being 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF).

Table 3. Goodness of fit index (Monofactorial manifest variables)

GoF	
Absolute	0.287
Relative	0.418
Outer model	0.556
Inner model	0.753

3.3. Hypothesis Test

To see the effect of motivation on job satisfaction, the effect of leadership style on job satisfaction, and the effect of communication on job satisfaction, see the table below:

Table 4. T-Test Model-1

Latent variable	Value	Standard error	t	Pr > t
X1	-0.043	0.149	-0.290	0.772
X2	-0.235	0.154	-1.529	0.131
X3	0.225	0.124	1.818	0.074

Motivation variable is $0.772 > 0.05$. This value explains that motivation has no significant effect on job satisfaction. The leadership style variable is $0.131 > 0.05$, which means that the leadership style variable has no significant effect on job satisfaction. Communication variable is 0.074 . This value explains that the communication variable has no significant effect on job satisfaction. To see the effect of motivation on performance, the effect of leadership style on performance, the effect of communication on performance, and the effect of job satisfaction on performance, see the table below.

Table 5. T-Test Model-1

Latent variable	Value	Standard error	t	Pr > t
X1	-0.317	0.143	-2.222	0.030
X2	0.229	0.149	1.534	0.130
X3	0.321	0.121	2.647	0.010
Z	0.045	0.118	0.382	0.704

Where it can be stated that: The Motivation variable has a significant value of $0.030 < 0.05$, which means that the motivation variable is significant but has no effect on performance. Leadership style variables do not significantly affect performance. It can be seen from the results in table Pr leadership style variable $0.130 > 0.05$. Communication variable with a value of $0.010 < 0.05$, which means that the communication variable is significant but has no effect on performance. The job satisfaction variable with a value of $0.704 > 0.05$, which means that the job satisfaction variable does not significantly affect performance.

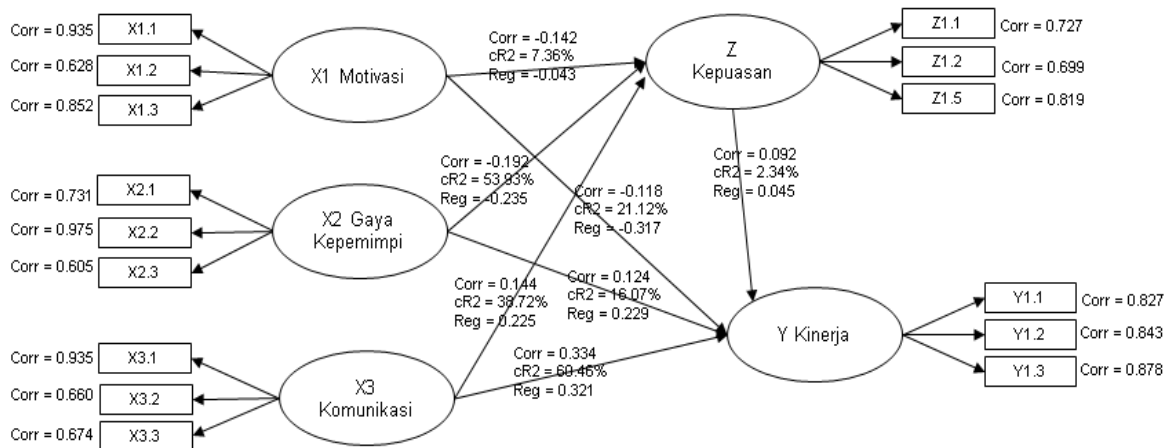


Figure 1. Path Analysis.

Motivation to Satisfaction

The results of data processing show that the motivation variable has no effect on job satisfaction. The results of this study are the same as the results of research conducted by Hidayat (2021), he found that motivation has no effect on the performance of employees of PT Surya Yoda Indonesia, and Anggreni et al (2019), from the results of their research they found that motivation has no effect on Non-Medical Support Employees of the Wangaya Denpasar Hospital Section. Competition between fellow members of the Sulawesi truck driver union Kotamobagu city branch is still visible in some members. They should be working together with each other. Competition to take the leadership or become the head of the Sulawesi Truck Driver Association branch of Kotamobagu city also looks very thick. There are several members who want to be the leader of this organization. Some of these

things can be the answer to why motivation has no effect on job satisfaction of members of the Sulawesi Truck Driver Association, Kotamobagu City branch.

Leadership Style on Job Satisfaction

The results of processing research data show that leadership style has no effect on job satisfaction. The results of this study are the same as Nugroho's research (2018), finding that leadership style has no effect on CV Anugerah's performance. The results of this study contradict the results of research from Siagian and Khair (2018) found that leadership style affects the performance of employees of PT PLN Persero North Sumatra Development Parent Unit. A good understanding of the information provided by leaders to their subordinates is one of the things that affects job satisfaction. From observations to respondents of this study, there is some information that is misinterpreted by members of the Sulawesi Truck Driver Union, Kotamobagu City Branch. The wrong perception resulted in incorrectly carrying out the work, resulting in job dissatisfaction of the driver members of the Kotamobagu city branch of the Sulawesi Truck Driver Union.

Communication to Job Satisfaction

In essence, communication is needed to unite the perceptions of organizational members in order to achieve organizational goals. In this study, it was found that communication had no effect on the job satisfaction of truck drivers who were members of the Kotamobagu City branch of the Sulawesi Truck Driver Association. The results of this study are in line with the results of research from Imbang et al (2022). The results of research from Imbang et al (2022) found that communication has a negative and insignificant effect on employee job satisfaction at the College of Foreign Languages (STIBA) Teling Manado. In organizations, communication between members is needed to ensure that the information conveyed by the leadership is well received by members of the organization. The information provided by the leadership of the truck driver organization of the Sulawesi Truck Driver Union, Kotamobagu City branch is often not satisfactory to some members. From the results of interviews with several members of the Sulawesi Truckers Union, Kotamobagu City branch that there is information and tasks given by the leadership only selected to several members. So that it causes dissatisfaction to some members.

Motivation to Performance

The results of this study found that the motivation variable had no effect on the performance of truck drivers who were members of the Sulawesi branch of the Kotamobagu City Truck Driver Association. The results of this study contradict the results of research from Sipayung & Purba (2021). The results of Sipayung and Purba's research found that motivation affects the performance of employees of the Deli Serdang Regency Environmental Service.

Leadership Style on Performance

The results of this study found that leadership style has no effect on the performance of truck drivers who are members of the Sulawesi Truck Driver Association, Kotamobagu City branch. The results of this study contradict research from Research conducted by Siagian and Khair (2018) found that leadership style affects the performance of employees of PT PLN Persero North Sumatra Development Unit. While research conducted by Nugroho (2018), found that leadership style has no effect on the performance of CV Anugerah.

Communication to Performance

The results of this study found that communication has no effect on the performance of truck drivers who are members of the Sulawesi Truck Driver Union, Kotamobagu City branch. This research contradicts the research of He et al. (2019). The results of research by He et al. (2019) obtained research results showing that downward communication (DC) and horizontal communication (HC) have a significant positive impact on employee performance.

Job satisfaction on performance

The results of this study found that job satisfaction has no effect on the performance of truck drivers who are members of the Sulawesi truck driver union, Kotamobagu city branch. The results of this study are the same as the results of research from Nabawi (2019). The results showed that partially the Work Environment, Job Satisfaction and Workload had no significant effect on the performance of employees of the Aceh Tamiang Regency Public Works and Public Housing Office.

5. Conclusion

The results of data processing in this study can be concluded that: Motivation variables have no effect on job satisfaction of truck drivers who are members of the Sulawesi truck driver union, Kotamobagu city branch. Leadership style has no effect on the job satisfaction of truck drivers who are members of the Sulawesi Truck Driver Union, Kotamobagu City Branch. Communication has no effect on job satisfaction of truck drivers who are members of the Sulawesi Truck Driver Union, Kotamobagu City branch. Motivation variables have no effect on the performance of truck drivers who are members of the Sulawesi truck driver union, Kotamobagu city branch. Leadership style has no effect on the performance of truck drivers who are members of the Sulawesi Truck Driver Union, Kotamobagu City Branch. Communication has no effect on the performance of truck drivers who are members of the Sulawesi Truck Driver Union, Kotamobagu City Branch. Job satisfaction has no effect on the performance of truck drivers who are members of the Sulawesi truck driver union, Kotamobagu city branch.

After seeing the results of this study, the suggestions that we can give are: The head of the Sulawesi Truck Drivers Association, Kotamobagu City branch, needs to encourage its members to improve their performance. The head of the Sulawesi Truck Drivers Association, Kotamobagu City branch, needs to encourage its members to compete to improve their performance. Organizational leaders and members of the Sulawesi Truck Driver Union, Kotamobagu City branch, need to communicate better and more intensely to reduce misinformation received by members. The head of the organization of the Sulawesi Truck Driver Union, Kotamobagu City Branch, needs to sort out tasks for members according to the expertise of each member. Leaders of the Sulawesi Truck Drivers Association, Kotamobagu City branch, need to emphasize the importance of more responsibility and performance for members. The leadership of the Sulawesi Truck Driver Association, Kotamobagu City branch, needs to create information that is easily understood by all members of the organization..

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