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The Effect of Leadership Style and Job Satisfaction on Employee Performance at Yogya Plaza Cimahi

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Abstract. Skilled human resources will produce satisfying work results. Therefore companies need to realize the importance of improving employee performance, as happened to Yogya Plaza Cimahi. Leaders have an important role to play in mobilizing subordinates to produce good performance. In addition, employees who are satisfied with what they get from the company will continue to strive to improve their performance. This study aims to examine and analyze the influence of leadership style and job satisfaction on employee performance in Yogya Plaza Cimahi. The low employee performance is thought to be caused by the lack of optimal leadership style and low job satisfaction. The research method uses descriptive and verification, the data source uses primary data through questionnaires. The research sample was 57 respondents. The results showed that descriptively the leadership style, job satisfaction, and employee performance were classified as lacking. As for verificatively, it shows that leadership style and job satisfaction have a significant effect on employee performance either partially or simultaneously.

Keywords. Leadership Style, Job Satisfaction, Employee Performance.

1. Intorduction

Every company needs human resources who can work optimally. Human resources are the main asset in determining the success of a company in running its business (Sedarmayanti, 2017). Without human resources, the company's goals will be difficult to achieve, because human resources act as managers and drivers of the company. This makes human resources an important indicator in achieving company goals effectively and efficiently.

An important factor in the success of a company is the presence of skilled human resources so that they can produce satisfying work results. Employees as human resources in the company need to improve their performance in order to be able to make a positive contribution (Hasibuan, 2017). But in reality, not all employees have the abilities and skills in accordance with company expectations. Because in order for employees to carry out their duties in accordance with the responsibilities given, there are factors that can affect the achievement and work results of employees. The problems that occur in human resource management can be a serious obstacle in the company.

Performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Successful performance is achieved when an employee has carried out the tasks assigned to him based on his skills, experience, sincerity, and time. However, currently many companies do not realize the importance of improving employee performance. Various cases regarding employee performance are often found, such as what happened to Yogya Plaza Cimahi.

As a human resource who runs this store, it is hoped that the employees of Yogya Plaza Cimahi can give the best performance in managing the company and carry out the duties of each section properly. However, the facts that occur based on the following data show that there have been employee performance achievements that have not met the target for the last 3 years:

Table 1.

Yogya Plaza Cimahi Employee Performance Year 2017 to 2019

2017	Percentage	2018	Percentage	2019	Percentage
January	57%	January	76%	January	80%
February	64%	February	75%	February	83%
March	75%	March	62%	March	75%
April	70%	April	70%	April	73%
May	58%	May	75%	May	68%
June	76%	June	81%	June	65%
July	65%	July	76%	July	60%
August	80%	August	75%	August	77%
September	86%	September	70%	September	78%
October	87%	October	73%	October	66%
November	72%	November	70%	November	70%
December	70%	December	83%	December	72%
Average		Average		Average	
71, 6%		73.8%		72.2%	

Source: HRD Yogya Plaza Cimahi

Table above is the final assessment of employee performance which is carried out once a year, then legalized and recapitulated by the personnel department. Based on this data, it can be seen that there have been fluctuations in employee performance every month from 2017 to 2019. In addition, it can also be seen that the average annual employee performance appraisal which is not in accordance with the standard is 75%. This indicates that there is a decline in the quality of human resources at Yogya Plaza Cimahi.

Leaders certainly have an important role in providing a meaningful influence on employee performance, because the behavior of subordinates depends on the success of the leader in providing direction. Therefore, the authors assume that the problem of employee performance decline that occurs is caused by the leadership style. The leaders have a role to move subordinates to produce high levels of performance. The leadership style will greatly affect working conditions. A leadership style that is liked by employees can lead to increased performance, on the other hand, a leadership style that is disliked by employees can cause a decrease in performance (Belonio, 2012).

Apart from leadership style, another factor that can affect employee performance is job satisfaction. Employees who are satisfied with what they get from the company will provide more than what is expected and will continue to strive to improve their performance. On the

other hand, employees with low job satisfaction tend to see work as boring, so they work forcibly and carelessly. Therefore, the authors also assume that the problem of employee performance decline that occurs is due to job satisfaction.

Research on employee performance has been done a lot, but the results are not consistent. This is what underlies the research on employee performance at Yogya Plaza Cimahi. It is hoped that with a good leadership style and high job satisfaction, Yogya Plaza Cimahi can form optimal employee performance. This is as research conducted by (Sudirjo, F., & Kristanto, 2006) which states that leadership style and job satisfaction have an effect on employee performance.

2. Theoretical Framework

Leadership Style

Leadership style is the basis for classifying the type of leadership. According to Thoha (2016), leadership style is the norm of behavior that a person uses when that person tries to influence the behavior of others as he sees it. Meanwhile, according to Heidjrachman, R., & Husnan (2002), leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals. Through the leadership style, the leader tries to influence, direct behavior, with special abilities or expertise to achieve organizational or group goals (Siagian, 2011).

Job Satisfaction

Everyone who works expects to get satisfaction from his place of work. Job satisfaction includes the level of individual satisfaction that they are rewarded in kind from various aspects of the job situation of the organization where they work. According to (Robbins, S. P., & Judge, 2012) which is translated by Ratna Saraswati, job satisfaction is a general attitude of an individual towards his job, including a set of feelings about whether or not work is fun that comes from a job appraisal or someone's experience. Meanwhile, according to (Indrawati, 2013), job satisfaction is a pleasant or unpleasant emotional state of employees in seeing their work. Job satisfaction must be created as well as possible so that employee morale, dedication, love and discipline can increase.

Employee Performance

Performance describes the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning. According to (Siagian, T. S., & Khair, 2018), performance is an achievement or result of work in activities or activities or programs that have been previously planned in order to achieve the goals and objectives set by an organization and implemented within a certain period which is influenced by several factors. Meanwhile, according to Mangkunegara (2015), performance is the result of quality and quantity work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Companies need to pay attention to the performance of their employees because good or bad performance will greatly affect how much these employees can contribute to the company.

Research Framework and Hypotheses

Effect of Leadership Style on Employee Performance

One of the factors that can affect employee performance is leadership style. A leader can influence working conditions, how employees accept the leadership style, like it or not, like it or not. Leadership in the organization is directed to influence the people they lead, so that they

want to act as expected or directed by others who lead them. Research conducted by (Khairizah, 2015) states that leadership style affects employee performance. The success or failure of a leader is determined by the style of attitude and action that appears from being able to direct, communicate, make decisions and motivate subordinates.

Hypothesis 1: Leadership style affects employee performance.

Effect of Job Satisfaction on Employee Performance

Another factor that can affect employee performance is job satisfaction. Employees who are satisfied with what they get from the agency will continue to strive to improve their performance. On the other hand, employees with low job satisfaction tend to see work as boring, so they work forcibly and carelessly. Employee job satisfaction must be created as well as possible so that work morale, dedication, love, and employee work results can also increase. Research conducted by Adha (2019) states that job satisfaction has a significant effect on employee performance. Employees will feel satisfied if the remuneration is proportional to the work done. Therefore, employee job satisfaction must be created as well as possible so that employee performance can also increase.

Hypothesis 2: Job satisfaction affects employee performance.

Effect of Leadership Style and Job Satisfaction on Employee Performance.

Leadership style and job satisfaction are factors that can affect both employee performance. A leadership style that can motivate subordinates and the existence of high job satisfaction will cause employee work to increase as well. Research conducted by Babalola (2016); Diastuti (2014); Kertiriasih (2018); Sudirjo (2006) found that leadership style and job satisfaction affect employee performance.

Hypothesis 3: Leadership style and job satisfaction have an effect on employee performance.

3. Research Methods

The research methods used in this research are descriptive and verification Angelina (2020); Ayunitha (2020); Nugraha (2017). The descriptive method is intended to answer the problem formulation, namely how the leadership style, job satisfaction, and employee performance at Yogya Plaza Cimahi. While the verification method is used to determine and examine the influence of leadership style and job satisfaction on employee performance at Yogya Plaza Cimahi either partially or simultaneously. Sources of research data using primary data obtained through questionnaires. In addition, researchers also use data obtained through journals, books, and so on.

The population in this study were all employees of Yogya Plaza Cimahi, totaling 130 people. The population number is explained as follows:

Position	Number of
Staff	35
Non-staff	95
TOTAL	130

As for determining the data to be studied, the sampling technique used is purposive sampling method by deliberately using one's own judgment in selecting members of the population. This consideration is that the respondent has worked for more than 3 years. Meanwhile, to calculate the determination of the number of samples from a particular population, the Slovin formula is used as follows:

$$n = \frac{130}{1 + 130 (0,1)^2} = 56.5 \approx 57$$

So that the number of research samples (n) is 57

The operational variables used in the study are as follows:

Table 2.
Operational Variables

Variable	Definition of	Measurement	Scale
Leadership Style (X ₁)	"The way to work and behave in a leader in guiding his subordinates in doing a job". Suwatno and Priansa (2016: 158)	1. Leadership Style Directive 2. Leadership Style Supportive 3. Leadership Style Participative 4. Leadership Style Oriented Achievement	Ordinal
Job Satisfaction (X ₂)	"The emotional state which is the result of the evaluation of work experience someone about a pleasant or unpleasant according to the way employees view their work" . Luthan (2012: 244)	1. Job itself 2. Salary/wages 3. Promotion 4. Supervision 5. Co-workers	Ordinal
Employee Performance (Y)	"An achievement or work result in an activity or activity or program that has been planned in advance to achieve the goals and objectives set by an organization and implemented within a certain period which is influenced by several factors " . Robbins (2015: 181)	1. Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Independence	Ordinal

Data Analysis Method

Classic Assumption Testing

Linear regression testing can be carried out after the model of this study meets the requirements, namely passing classical assumptions. The classic assumption test in this study is used to test the error of the regression model used in the study. The classical assumption test used in this study is the normality test, multicollinearity test, and heteroscedasticity test.

Multiple Linear Regression Analysis

Regression analysis is used to see the effect of the independent variable (X) on the dependent variable (Y). In this study, the regression analysis used was multiple linear regression analysis. Multiple regression is based on the functional or causal relationship of a dependent variable with two or more independent variables (Nugraha, N. M., & Riyadhi, 2019; Susanti, N., Widajatun, V. W., Aji, M. B., & Nugraha, 2020)

Analysis of the Coefficient of Determination

Analysis of the coefficient of determination which is often referred to as the coefficient of determination (Ghozali, 2011). The coefficient of determination (R^2) in essence measures how far the model's ability to explain the variation in the dependent variable. The coefficient of determination is anata of zero and one. The small value of R^2 means that it explains a very limited variation in the dependent variable. A value close to one means that the independent variables provide almost all the information needed to predict the dependent variables.

Hypothesis Testing

In this study the authors conducted hypothesis testing to determine the effect of variable X on variable Y (Nariswari, T. N., & Nugraha, 2020; Sugiyono, 2017). The test was carried out based on each hypothesis, namely partial and simultaneous. Partial hypothesis testing using the t test. The t test is used to test the significance of the effect of individual independent variables in explaining the dependent variation. Meanwhile, partial hypothesis testing uses the F test. The F test is used to show whether all independent or free variables included in the model jointly have an influence on the dependent variable.

4. Result and Discussion

Descriptive Analysis

Table 3.
Leadership Style at Yogya Plaza Cimahi

No.	Statement	Score	Average	Category
Directive Leadership Style				
1	The bosses I work for tells me what to do in doing the job.	203	3.56	Good
2	Bosses where I work provide guidelines on how to work.	208	3.65	Good
Supportive Leadership Style				
3	The bosses where I work creates a friendly work environment.	209	3,67	Good
4	Bosses at my work show care for me as a subordinate.	174	3.05	Less
Participatory Leadership Style				
5	The bosses I work for considers my suggestions as a subordinate.	173	3.04	Less
6	The bosses where I work involved me in making decisions for the benefit of the company.	177	3.11	Less
Achievement Oriented Leadership Style				
7	The bosses I work for sets challenging goals for their subordinates.	175	3,07	Less
8	The bosses I work for creates competition with the highest level of performance expectations.	180	3.16	Less
Overall Average			3.29	Less

Source: Results of data processing

The table above explains that the responses of the respondents regarding the leadership style at Yogya Plaza Cimahi as a whole are in the less category with an average of 3.29, because they are in the interval 2.60 - 3.39. This condition gives the impression that the attitude of the leader in influencing the behavior of his subordinates and guiding his subordinates in doing work cannot be said to be optimal.

The responses of respondents regarding job satisfaction are as follows:

Table 4.
Job Satisfaction at Yogya Plaza Cimahi

No.	Statement	Score	Average	Category
Jobitself				
1	I feel happy about the work atmosphere at Yogya Plaza Cimahi.	199	3.49	High
2	Giving work orders according to my ability.	202	3.54	High
Salary / wages				
3	Provision of compensation in accordance with the results that I have achieved.	192	3.37	Less
4	I feel sufficient for the rewards given.	189	3.32	Less
Promotion				
5	I was given the opportunity to be promoted.	186	3.26	Less
6	Promotion is given on the basis of performance, not seniority.	179	3.14	Less
Supervision				
7	Bosses provide guidance and direction in work.	179	3.14	Less
8	Superiors show concern for behavioral support.	168	2.95	Less
Colleagues				
9	I have cooperative co-workers.	207	3.63	High
10	I have a work team that supports job effectiveness.	185	3.25	Less
Overall Average			3.31	Less

Source: Results of data processing

The table above explains that the respondents' responses regarding job satisfaction at Yogya Plaza Cimahi as a whole are in the poor category with an average of 3.31, because they are in the interval 2.60 - 3.39. This condition gives the impression that the general attitude of employees towards their work includes a set of feelings about whether or not the job is pleasant or not, which comes from job appraisals or their experiences cannot be said to be high.

While the responses of respondents regarding employee performance are as follows:

Table 5.
Employee Performance at Yogya Plaza Cimahi

No.	Statement	Score	Average	Category
Quality				
1	I work very neatly.	200	3.51	High
2	I work with precision.	166	2.91	Less
Quantity				
3	I carry out the work according to the standard of work.	179	3.14	Less
4	I have met the work results in accordance with the stipulated standard amount.	185	3.25	Less
Punctuality				
5	I always finish work on time.	180	3.16	Less
6	I maximize the time available to do other activities.	174	3.05	Less
Effectiveness				
7	I work effectively to minimize costs.	180	3.16	Less
8	I work effectively to shorten the time.	205	3.60	High
Independence				
9	I am able to work as a team or individually.	168	2.95	Less
10	I am able to work without the need for supervision.	153	2.68	Less
Overall Average			3.14	Less

Source: Results of data processing

The table above explains that the responses of respondents regarding the performance of employees at Yogy Plaza Cimahi as a whole are in the poor category with an average of 3.14, because they are in the interval 2.60 - 3.39. This condition gives the impression that the achievement or work results of employees in pre-planned activities in order to achieve organizational goals and objectives cannot be said to be optimal.

Classical Assumption Test Results

The results of the normality test obtained a significance level of the research variable of 0.200. These results prove that the analyzed data is normally distributed because the significance level is greater than 0.05 ($0.200 > 0.05$).

Table 6.
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		57
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	.31419076
Most Extreme Differences	Absolute	.081
	Positive	.062
	Negative	-.081
Test Statistic		.057
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Furthermore, the multicollinearity test results obtained a tolerance value greater than 0.1 and VIF less than 10, so it can be concluded that there is no multicollinearity among the independent variables.

Table 7.
Test Results Multicollinearity
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	.727	1.249
	Job Satisfaction	.727	1.249

a. Dependent Variable: Kinerja Karyawan

Source: Output SPSS (StatisticsProgram for Social Science)

The results of heteroscedasticity testing showed that there were no independent variables that had a significance of less than 0.05. Thus it can be concluded that the analyzed data did not have a heteroscedasticity problem.

Table 8.

Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.148	.053		2.405			
	Leadership Style	.415	.208	.380	3.153	.078	.727	1.249
	Job Satisfaction	.276	.121	.177	4.264	.062	.727	1.249

a. Dependent Variable: RES2

Source: Results of Output SPSS (Statistic Program for Social Science)

Based on the tests that have been done, here are the results obtained regarding multiple linear regression analysis:

Table 9.
Multiple Linear Regression Equations

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.216	.239		3.049	
	Leadership Style	.568	.270	.543	5.372	.017
	Job Satisfaction	.352	.139	.323	4.200	.023

a. Dependent Variable: Employee Performance

Source: SPSS Output Results (Statistic Program for Social Science)

Based on the table above, the estimation results for the employee performance model are obtained as follows:

$$Y = 0,216 + 0,568X_1 + 0,352X_2$$

Based on these results it can be interpreted that:

- 1) A constant of 0.216 indicates that if the leadership style and job satisfaction = 0 (zero), then the employee's performance is 0.216.
- 2) The leadership style coefficient (X_1) of 0.568 is positive, indicating that each increase in leadership style is 1 unit, it will increase employee performance (Y) by 0.568 assuming the other variables remain (ceteris paribus).
- 3) The coefficient of job satisfaction (X_2) of 0.352 is positive, indicating that each increase in job satisfaction is 1 unit, it will increase employee performance (Y) by 0.352 with the assumption that other variables remain (ceteris paribus).

Based on the tests that have been carried out, here are the results obtained regarding the analysis of the coefficient of determination:

Table 10.
Result of Determination Coefficient Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640 ^a	.409	.412	.206192

a. Predictors: (Constant), Job Satisfaction, Leadership Style

b. Dependent Variable: Employee Performance

Source: SPSS Output Results (Statistic Program for Social Science)

Based on the table above, it is known that the coefficient of determination (R Square) is 0.409 or 40.9%. This means that leadership style and job satisfaction have an influence on

employee performance at Yogya Plaza Cimahi by 40.9% and the remaining 59.1% is influenced by other factors not examined in this study.

Based on the tests that have been done, here are the results of partial hypothesis testing (t test):

Table 11.
Results of Partial Hypothesis Testing (t test)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	.216	.239		3.049	
	Leadership Style	.568	.270	.543	5.372	.017
	Job Satisfaction	.352	.139	.323	4.200	.023

a. Dependent Variable: Employee Performance

Source: SPSS Output Results (Statistic Program for Social Science)

Based on the table above, it is known that the t value of the leadership style variable is 5.372 and the t table is 2.004. Because the t value is greater than t table ($5.372 > 2.004$) with a significance value of $0.017 < 0.05$, H_0 is rejected and H_1 is accepted. This means that the leadership style has a significant effect on the employee performance of Yogya Plaza Cimahi.

Based on the table above, it is also known that the t value of the job satisfaction variable is 4.200 and the t table is 2.004. Because the t value is greater than t table ($4.200 > 2.004$) with a significance value of $0.023 < 0.05$, H_0 is rejected and H_2 is accepted. This means that job satisfaction has a significant effect on employee performance in Yogya Plaza Cimahi.

Furthermore, based on the tests that have been carried out, here are the results of simultaneous hypothesis testing (Test F):

Table 12.
Hypothesis Testing F Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.710	2	3.815	11.235	.000 ^b
	Residual	2.355	54	.173		
	Total	7.065	56			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Leadership Style

Source: SPSS Output Results (Statistic Program for Social Science)

Based on the table above, it is known that the calculated F value is 11,235 where the result is greater than the F table ($11,235 > 3.16$) with a significance value less than 0.05 ($0.000 < 0.05$). Then H_3 is accepted and H_0 is rejected, so it can be concluded that together leadership style and job satisfaction have a significant effect on employee performance at Yogya Plaza Cimahi.

Discussion

The Effect of Leadership Style on Employee Performance

The results showed that there was a significant influence between leadership style (X_1) on employee performance (Y). This means that H_0 is rejected and H_1 is accepted. This is in accordance with the framework of thought that leadership style is a factor that can be used to influence employee performance. This study shows results that are in line with (Khairizah, 2015) research which states that leadership style affects employee performance. The better the application of the leadership style, the higher the employee's performance.

The Effect of Job Satisfaction on Employee Performance

The results showed that there was a significant influence between job satisfaction (X_2) on employee performance (Y). This means that H_0 is rejected and H_2 is accepted. This is in accordance with the framework of thought that job satisfaction is a factor that can be used to influence employee performance. This study shows results that are in line with (Adha, R. N., Qomariah, N., & Hafidzi, 2019) research which states that job satisfaction has a significant effect on employee performance. The higher the job satisfaction, the higher the employee's performance.

The Effect of Leadership Style and Job Satisfaction on Employee Performance

The results showed that there was a significant influence between leadership style (X_1) and job satisfaction (X_2) on employee performance (Y). This means that H_0 is rejected and H_3 is accepted. This is in accordance with the framework of thinking that leadership style and job satisfaction are factors that can be used to influence employee performance. This study shows results that are in line with the research of Babalola (2016); Diastuti (2014); Kertiriasih (2018); Sudirjo (2006) which states that leadership style and job satisfaction affect employee performance. Based on the results of the study, it was found that leadership style and job satisfaction had an influence on employee performance by 40.9% and the remaining 59.1% were influenced by other factors not examined in this study.

5. Conclusion

In general, this study uses a sample of employees of Yogya Plaza Cimahi, with a total sample of 57 respondents according to the established criteria. The variables in this study are leadership style and job satisfaction as independent variables, and employee performance as the dependent variable.

Descriptive test results show that the leadership style, job satisfaction, and employee performance are classified as lacking. The multiple linear regression results illustrating that the regression model in this study is free from testing classical assumptions, so that it can be used in further research. The result of determination coefficient test shows that leadership style and job satisfaction have a contribution effect on employee performance with a percentage of 40.9, while the remaining 59.1% is explained by other factors outside the analyzed model.

The results of partial hypothesis testing concluded that leadership style and job satisfaction have a significant influence on employee performance. While the results of simultaneous hypothesis testing concluded that leadership style and job satisfaction together have a significant influence on employee performance. This means that the application of a good leadership style and high job satisfaction can improve employee performance at Yogya Plaza Cimahi.

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