LITERATURE REVIEW THE EFFECT OF LEADERSHIP STYLE AND WORK CULTURE ON JOB SATISFACTION AND PERFORMANCE

Sofwan Ari Pratama
Student of Master of Management Program, Terbuka University, s.a.pratama1@gmail.com

Corresponding auto: Sofwan Ari Pratama

Abstract: Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomena of the relationship or influence between variables. This article reviews the Determination of Job Satisfaction and Performance: Analysis of Leadership Styles and Work Culture, A Study of the Human Resource Management Literature. The purpose of writing this article is to build a hypothesis of the influence between variables to be used in further research. The results of this research library are that: 1) Leadership Style has an effect on Job Satisfaction; 2) Work Culture has an effect on Job Satisfaction; 3) Leadership Style has an effect on Performance; 4) Work Culture has an effect on Performance; and 5) Job Satisfaction has an effect on performance.

Keyword: Job Satisfaction, Performance, Leadership Style and Work Culture

INTRODUCTION
Background of the Problem.

Human resources are the most important elements that can determine the progress of an organization or company. To achieve the company's goals, employees are needed who are in accordance with the requirements and needs of the company, and are able to carry out the tasks that have been determined by the company. In general, every company will always try to improve the performance of its employees, so that the goals of a company can be achieved.

The success or failure of a company in achieving good performance is largely determined by a leader. Every company leader has a leadership style that is different from one another. Leaders will communicate move, direct, and motivate its members to work towards achieving goals company. A good leadership style will be able to provide encouragement to employees to carry out their duties with enthusiasm which in the end will improve its performance.

Work culture is one of the important elements in a company. A good work culture in a company will make employees more motivated to work. It is expected that a good leadership style supported by a good work culture will also affect job satisfaction for the employees themselves so that employee performance increases, and the goals set by the organization

will be achieved.

In compiling articles as relevant research, it is necessary to strengthen the theory being studied, to see the relationship between variables and build hypotheses, it is also very necessary in the discussion section of research results. This article discusses the influence of Leadership Style and Work Culture on Job Satisfaction and their Impact on Performance, (A Study of Marketing Management Literature).

Problem formulation

Based on the background, it can be formulated problems that will be discussed in order to build hypotheses for further research, namely:

1. Does Leadership Style affect Job Satisfaction?
2. Does Work Culture affect Job Satisfaction?
3. Does Leadership Style Affect Performance?
4. Does Work Culture Affect Performance?
5. Does Job Satisfaction Affect Performance?

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is a positive or pleasant emotional state of a person resulting from the assessment of a job or work experience (Luthans, 2003 in Endrias, 2014). While job satisfaction according to (Umar, 2011 in Nabawi, 2019) is a person's feelings and assessment of his work, especially regarding his working conditions, in relation to whether his work is able to meet his expectations, needs, and desires. From some of these definitions, it can be concluded that job satisfaction is a pleasant or unpleasant emotional feeling felt by employees in their work which can produce something that fulfills their personal needs, desires, hopes, and ambitions so that they feel satisfied both physically and mentally.

According to (Hasibuan, 2014) states that job satisfaction indicators are: Enjoying his job, that is, someone likes his job because he can do it; Loves his job; Moral work, namely inner agreement that arises from within a person or group of people to achieve certain goals in accordance with the specified quality; d. Discipline, namely the conditions created and formed through the process of a series of behaviors that show the values of obedience, obedience, loyalty, order and order; Work performance, namely the work achieved by a person in carrying out the tasks assigned to him based on skill and sincerity and time.

Widodo, (2015) states that there are several indicators of job satisfaction, namely: Salary, which is the amount of payment received by a person as a result of carrying out work whether it is in accordance with needs and is felt to be fair; the work itself, namely the content of the work that a person does whether it has satisfactory elements; coworkers, namely friends with whom someone always interacts in carrying out work. A person can find his co-workers very pleasant or unpleasant; superiors, namely someone who always gives orders or instructions in carrying out work. The way the boss works can be unpleasant for someone or pleasant and this can affect job satisfaction; promotion, namely the possibility that someone can develop through promotion, someone can feel there is a great possibility to get promoted or not. It can also affect a person's level of job satisfaction; work environment, namely the physical and psychological environment. \

This job satisfaction has been studied by many previous researchers including (Almigo, 2004), (Dhania, 2010), (Harahap and Khair, 2019), (Ida and Putu, 2015), and (Endrias, 2014).

Performance

of Bernardin & Russel (1998: 239) in (Muizu et al, 2019) explains that performance is a record of outcomes resulting from certain job functions or activities during a certain period of time. Performance or Performance is a description of 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 through the strategic planning of an organization (Moeheriono, 2012: 95 in Hasibuan and Silvya, 2019). From the explanation, it is understood that performance is an achievement achieved by employees based on predetermined standards and measures.

Gibson (2012) in (Murfat et al, 2020) states that there are three main factors that affect a person's performance, namely : Individual factors: abilities, skills, family background, work experience, social level, and a person's demographics; Psychological factors: perception, role, attitude, personality, motivation, and job satisfaction; Organizational Factors: organizational structure, job design, leadership, and reward system.

Hinggins (2010) in (Murfat et al, 2020) identified several variables that are closely related to performance, namely the quality of work, employee honesty, initiative, attendance, attitude, cooperation, reliability, knowledge of work, responsibility and time utilization. Employee performance indicators used to measure employee performance stated by Umar, among others in Mangkunegara (2011: 18) are as follows : Quality of work, Quantity of work, Cooperation, Initiative, Responsibility.

This performance has been studied by many previous researchers including (Arianto, 2003), (Azizah, 2018), (Satyawati and Suarsana, 2014), (Lestari, 2018), (Rizal et al., 2019), and (Endrias , 2014).

Leadership Style

Miftah (2010) in Siagian and Khair (2018) states that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others or subordinates. Leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates (Tampubolon, 2007 in Sunarsi, 2005). So it can be concluded that leadership is a person's ability to direct, influence, encourage and control other people or subordinates to be able to do some work on their consciousness and voluntarily in achieving a certain goal.

Robinss (2006) in Reza (2010) identifies four types of leadership styles, including:
 a) Charismatic leadership style
    Followers are stimulated by heroic or extraordinary leadership abilities when they observe certain behaviors of their leader. There are five main characteristics of a charismatic leader: Vision and articulation : he has a vision aimed at ideal goals that hopes for the future to be better than *the status quo*, and is able to clarify the importance of a vision that can be understood by others. Personal ratio : charismatic leaders are willing to take high personal risks, bear big costs, and engage in self-sacrifice to achieve the vision. Environmentally sensitive: They are able to realistically assess environmental constraints and the resources needed to make change. Sensitivity to followers' needs : Charismatic leaders are perceptive (very understanding) of the abilities of others and responsive to their needs and feelings. Unconventional behavior : Charismatic leaders engage in behaviors that are perceived as new and against the norm.
 b) Transactional leadership style
    Transactional leader are leader who guide or motivate their followers towards set goals by clarifying role and task requirements. The transactional leadership style focuses more

on the relationship of the leader to subordinates without any effort to create change for his subordinates. There are four characteristics of transactional leaders: Contingent rewards: contracts to exchange rewards for efforts made, promise rewards for good performance, recognize achievements. Management by exception (active): looks at and looks for deviations from rules and standards, takes corrective action. Management by exception (passive): intervenes only if standards are not met. *Laissez-Faire* : release responsibility, avoid making decisions.

c) Transformational leadership style

leaders pay attention to the issues and development needs of each follower, Transformational leaders change followers' awareness of problems by helping them look at old problems in new ways, and they are able to excite, arouse, and inspires followers to put in extra effort to achieve group goals. There are four characteristics of transformational leaders: Charisma: provides vision and a sense of mission, instills pride, gains respect and trust. Inspiration: communicating high expectations, using symbols to focus efforts, describing important intentions in simple terms. 3) Intellectual stimulation: encourage intelligence, rationality, and careful problem solving. Individual considerations: provide personal attention, serve employees personally, train and advise.

d) Visionary leadership style

Ability to create and articulate a realistic, credible, and attractive vision of the future of an organization or organizational unit that is growing and improving than it is today. This vision, if properly selected and implemented, has such great power that it can lead to an initial leap into the future by generating the skills, talents, and resources to make it a reality.

Leadership styles have been studied by many previous researchers including (Trisnaningsih, 2007), (Suharnomo, 2010), (Sovyia, 2005), and (Wahyudi, 2006), and (Susanti and Junaidi, 2019).

Work Culture

Work culture is a habit that is carried out repeatedly by employees in an organization, the violation of this habit does not have any strict sanctions, but the organizational actors have morally agreed that these habits are habits that must be adhered to in the context of carrying out work to achieve goals. (Nawawi, 2003 in Adha et al., 2019). Work culture is a philosophy based on a view of life as values that become the nature, habits, and driving forces, entrenched in the life of a community group or organization which is reflected from attitudes into behaviors, beliefs, ideals, opinions and actions that manifest as work or work According to (Triguno 2001, in Indrawan, 2017). So it can be concluded that work culture is behavior carried out repeatedly by each individual in an organization and has been become a habit in carrying out work.

According to (Moekijat, 2006 in Indrawan 2017), the scope of the meaning of each work culture value, among others: Discipline of Behavior that is always based on the rules and norms that apply inside and outside the company. Discipline includes compliance with laws and regulations, procedures, traffic, working time, interacting with partners, and so on. Transparency Readiness to give and receive correct information from and to fellow work partners for the benefit of the company. Mutual respect Behavior that shows respect for individuals, duties and responsibilities of other fellow partners. Cooperation Willingness to give and receive contributions from and or to partners in achieving company goals and targets.

Work Culture has been studied by many previous researchers including (Yudistira and Susanti, 2019), (Dolphina, 2012), (Siregar and Saridewi, 2010*), (*Hidayat, 2017),

(Purwanto et al. 2019), and (Jayanti, 2020).

Table 1: Previous Research

No	Author (years)	Research Results	Equation with this article	Differences with this article
1	Guterres L.A., dan Supartha W.G. (2016)	The results of this study show that Leadership Style and Work Motivation have a positive and significant effect on Performance	Leadership Style has a positive and significant effect Performance	Work Motivation Positive and significant influence on Performance
2	Indriyati (2017)	The Results of This research proves that Leadership Style, Motivation, Leadership Work Discipline, and Employee Understanding of Islamic Work Ethics together have a positive influence on employee performance	Leadership Style has a positive and significant effect on on employee performance	Motivation, Work Discipline, and Understanding of Islamic Work Ethics in a positive and significant way on performance
3	Setiawan, K.A., & Mujiati N. W. (2016)	The results of this study prove that leadership style and compensation have a positive and significant effect on performance	Leadership style has a positive and significant effect on performance	Compensation has a positive and significant effect on performance
4	Ismail, H., & Rahmawati, R. (2014)	The results of this study prove that leadership style and work motivation have an effect positive and significant effect on job satisfaction	Leadership style has a positive and significant effect on job satisfaction Work	Motivation has a positive and significant effect satisfaction
5	Rizqina, Z.A., Adam, M., & Chan, S. (2017)	The results of this study prove that Work Culture, Ability, and Work Commitment have a positive and significant effect on job satisfaction and performance	Work culture has a positive and significant effect on job satisfaction and performance	Ability and work commitment positive and significant effect on job satisfaction and performance
6	Rahayu (2017)	The results of this study prove that leadership and work culture have a positive effect and significant on work motivation and job satisfaction	Leadership and work culture have a positive and significant effect on job satisfaction	Leadership and work culture have a positive and significant effect on work motivation
7	Widhawati, A. & Damayanti (2018)	The results of this study prove that the effectiveness of using the system accounting information, culture work, and influential incentives positive and significant to employee performance	work culture has a positive and significant effect on performance	Effectiveness system usage information accounting, and influential incentives positive and significant to Performance
8	Sedarmayanti & Rahadian , Nunur (2018)	The results of this study prove that work culture and work environment have a positive and significant impact on performance	Work culture has a positive and significant effect on performance	Work environment has an effect on Job Satisfaction

9	Gijoh (2020)	The results of this study prove that motivation, competence and work culture have a positive and significant impact on job satisfaction Work	culture has a positive and significant impact on job satisfaction	Motivation and competence have a positive and significant impact on job satisfaction
10	Adilase & Subrata (2021)	The results of this study prove that competence, work discipline and work culture have a positive and significant effect on employee performance	Work culture has a positive and significant effect performance employee	Competence and work discipline have a positive and significant effect performance employee
11	Jaspin, S. W., Ruslan, M., & Sapiri, M. (2020)	leadership style, work culture and work commitment have a positive and significant effect on job satisfaction	Leadership style and work culture have a positive and significant effect on job satisfaction Work	Commitment has a positive and significant effectjob satisfaction
12	Niken (2018)	Research results show that discipline work, work culture and style influential leadership positive and significant on employee performance	Leadership style and work culture have a positive effect and significant on performance Employee	Work Culture Affects Performance
13	Widodo et al. (2018)	Research results shows that leadership style, work discipline and job training have a positive and significant effect on employee performance	Leadership style has a positive and significant impact on performance	Work discipline and job training have a positive and significant impact on employee performance
14	Reskantika R., Paminto A., & Ulfah Y. (2019)	Research results shows that leadership style, organizational culture and motivation have a positive and significant effect on job satisfaction and organizational commitment	Culture organizational have a positive and significant effect on job satisfaction.	Leadership style, organizational culture, and motivation have a positive and significant effect on organizational commitment
15	Yuli (2019)	Research results show that Style Leadership And Culture Work has a positive and significant effect on professionalism and performance	Leadership Style and Work Culture positive and significant effect on the performance of	Leadership Style And work culture has a positive and significant effect on professionalism

RESEARCH METHOD

The methods of writing scientific articles are qualitative methods and library research**.** By studying theory and the relationship or influence between variables from books and journals both *offline* in the library and *online* sourced from Mendeley, Scholar Google and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

This article is structured to analyze and discuss the Leadership Style and Work Culture that will affect job satisfaction resulting in an increase in employee performance productivity. This can help the company to achieve the goals that have been set previously.

The Effect of Leadership Style on Job Satisfaction.

The right leadership style is oriented towards creating job satisfaction. With the right leadership style, employees will respect their work and are willing to give their best contribution. (Cholil and Purnomo, 2010). which states that the level of job satisfaction cannot be separated from the role played by their superiors, or the leadership behavior of their superiors (Raharjo and Nafisah (2006). This is in line with Amrullah's research (2015) which states that leadership style affects job satisfaction.

So it can be concluded that if The leadership style applied can appropriately directs the organization's goals with the expected aspects or goals employees for their work, the higher the job satisfaction. Leadership style good behavior will be able to provide encouragement in employees to carry out work with enthusiasm and joy.

Leadership Style has an effect on Job Satisfaction, this is in line with research conducted by: (Paulus et al, 2015), (Kusumawati, 2008), (Priyono, 2012), (Yuliana et al, 2020), and (Hatta & Musandi, 2017).

The Influence of Work Culture on Job Satisfaction.

Work culture has an important role in determining the level of employee job satisfaction because the development of the work culture will force each individual employee to be able to adapt to the habits, rules, values and norms that apply within the organization so that whether or not the culture that develops will lead to a sense of satisfied or dissatisfied employees at work. (According to Efrinawati et al. 2022). A good work culture in an organization needs to be improved and maintained. So that there is a need for participation and awareness from every member of the organization to continue to develop a good work culture in accordance with applicable rules and policies.

This is in line with research conducted by Yuniarsih (2017) which states that involving employees in several important and quite vital activities, especially those with large budgets, makes employees feel satisfied. Likewise, the opinion of Rafii et al. (2018) the more aspects of work that match the individual's wishes, the higher the level of satisfaction obtained, and will get a low level of satisfaction if the opposite happens.

So it can be concluded that with a good work culture in an organization where high employee involvement in jobs, will increase employee job satisfaction.

Work culture affects job satisfaction, this is in line with research conducted by: (Rozikin, 2020), (Handayani, 2017), (Waliningsuci & Musadieq, 2017), (Herawan, 2015), and (Arifin, 2020).

The Influence of Leadership Style on Performance.

Every management needs to manage and know the performance of its employees, whether it is in accordance with the company's performance standards or not (Sjafri and Aida, 2007 in Aisah and Wardani, 2020). By knowing the company's performance, it will be easier to find out how effective and successful employee development is. Thus, it can be known what factors affect employee performance. So that the company knows how the leadership style works because the leadership style reflects what is done by the leadership in influencing employees to carry out orders from superiors.

A person's leadership style in leading is very influential and a determining factor for

increasing and decreasing employee performance (Khairizah, 2018). This is in line with (Wibowo, 2014 in Bahagia et al., 2018) which states that leadership and leadership style in organizations play a very important role in influencing employee performance. Therefore, in essence, employees are not enough just to be directed, but must be balanced with supervision from the leadership so that what they do goes well.

So that with a good leadership style a leader will be able to provide guidance, encouragement and motivation to all members to achieve organizational goals that have been set. If the interaction process works well, then he will be able to provide job satisfaction while increasing the performance of his employees.

Leadership style has an effect on performance, this is in line with research conducted by: (Kiswanto, 2010), (Fazira & Mirani, 2019), (Hasibuan, 2018), (Sutanjar & Saryono, 2019), and (Baskoro, 2014).

The Influence of Work Culture on Performance.

According to a strong work culture will create a good corporate culture and also reflects that the culture already has strong roots where it has been able to be inspired and actualized in daily activities. (Angeline et al., 2017) Efforts to assess work cultural values have a real relationship with employee performance, which is expected to encourage employees to carry out their job duties and responsibilities properly or correctly.

Increasing employee performance really depends on how much employees implement organizational culture into an employee work culture between them so that they can provide maximum performance for the organization (Nur et al. 2020). An employee who has a high organizational culture is likely to see himself as a true member of the organization to ignore minor sources of resentment in the organization, and to see himself as a long-term member of the organization (Ainanur and Tritayasa, 2018).

So it can be concluded that a good work culture will create a good corporate culture as well and reflect that the culture has been able to be inspired and actualized in daily activities by employees. A good work culture will also encourage employees to improve their performance so that organizational goals can be achieved.

Work Culture affects performance, this is in line with research conducted by: (Hakiki, 2019), (Zebua, 2020), (Sudarman, 2018), (Meilinda et al. 2019), (Sulistyawan et al. 2018), and (Riandani et al., 2015).

Effect of Job Satisfaction on Performance.

If the company always implements the career and compensation system properly, there is a good relationship between co-workers, the attitude of the boss who is always motivating, and a conducive physical work environment will enable employees to feel safe and comfortable working (Indrawati, 2013). So that employees will work as well as possible and always try to provide the best service at work. This shows that the employee's performance is high. Job satisfaction is a reflection of individual feelings and attitudes towards individuals with job satisfaction expected to spend all their abilities and energy to complete the work, so as to produce optimal performance for the company (Kristine, 2017). Performance is influenced by job satisfaction which consists of the work itself, job characteristics and job complexity linking with satisfaction (Kristine, 2017).

So it can be concluded that when employees are satisfied with their work, they see themselves as part of the organization, so they will dedicate themselves to the organization to the fullest. This means that the higher the employee's job satisfaction, the higher the employee's performance.

Job Satisfaction has an effect on performance, this is in line with research conducted

by: (Arda, 2017), (Damayanti et al., 2018), (Mujiatun, 2017), (Syaiin, 2008), (Devi, 2009), (Rismayanti, 2018), (Munawirsyah, 2016), (Ruhayu, 2020), (Putrana, 2016), and (Suardi, 2019).

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows.
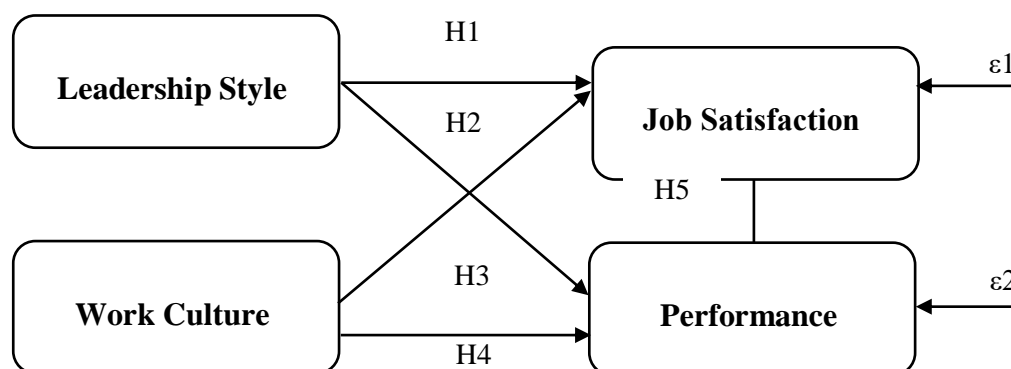
Picture 1: Thinking Framework

On the conceptual framework picture above, then: Leadership Style and Work Culture affect Job Satisfaction and Performance either directly or indirectly.

Apart from the variables of Leadership Style and Work Culture that affect Job Satisfaction and Performance, there are many other variables that influence it, including the following variables:

1) Motivation: (Riyanto, Sutrisno, et al., 2017), (Bastari et al., 2020) , (Prayetno & Ali, 2017), (Rivai et al., 2017), (Chauhan et al., 2019), (Aima et al., 2017), and (Masydzulhak et al., 2016).
2) Discipline: (Elmi et al., 2016), (Agussalim et al., 2016).
3) Compensation: (Riyanto, Pratomo, et al., 2017), and (Purba et al., 2017).

CONCLUSIONS AND SUGGESTIONS
Conclusion

Based on the theory, relevant articles and discussions, hypotheses can be formulated for further research: 1. Leadership style affects job satisfaction.   2. Work Culture has an effect on Job Satisfaction. 3. Leadership style affects performance.   4. Work Culture has an effect on Performance. 5. Job Satisfaction has an effect on performance.

Suggestions

Based on the conclusions above, the suggestions in this article are that there are many other factors that affect job satisfaction and performance, apart from job satisfaction and performance at all types and levels of organizations or companies, therefore further studies are needed to looking for other factors that can affect job satisfaction and performance other than those examined in this article such as: motivation, discipline, and compensation.

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