

Leadership, Organizational Communication, and Work Culture as Drivers of Employee Performance: The Mediating Effect of Job Satisfaction at PT Jamkrida Jatim

Gatot Suprabowo^{1*}, Handriyono², & Intan Nurul Awwaliyah³

^{1,2,3} Faculty of Economics and Business, University of Jember, Indonesia

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Abstract

This study examines the causal relationships between leadership, organizational communication, work culture, job satisfaction, and employee performance within PT Jamkrida Jatim. Employing Structural Equation Modeling-Partial Least Squares (SEM-PLS) through SmartPLS 4.0, this research investigates the interactions among independent variables (leadership, organizational communication, and work culture), the mediating variable (job satisfaction), and the dependent variable (employee performance). The findings reveal the following: (1) leadership does not significantly influence job satisfaction; (2) organizational communication positively impacts job satisfaction; (3) work culture has a strong effect on job satisfaction; (4) leadership significantly enhances employee performance; (5) organizational communication does not significantly influence employee performance; (6) work culture does not significantly affect employee performance; (7) job satisfaction does not directly contribute to employee performance; (8) job satisfaction does not mediate the relationship between leadership and employee performance; (9) job satisfaction does not mediate the effect of organizational communication on employee performance; and (10) job satisfaction does not mediate the relationship between work culture and employee performance. These findings underscore the need for organizations to focus on leadership development, effective communication strategies, and fostering a positive work culture to enhance job satisfaction and employee performance. While these findings provide important insights, they could be extended in future studies with a larger sample size or in different organizational contexts.

Keywords: Leadership, Organizational Communication, Work Culture, Employee Performance, Job Satisfaction.

1. Introduction

A company is an economic entity seeking to profit from its various business lines. One form is a Limited Liability Company (LLC), a legal entity with capital divided into shares or micro and small business criteria. Employee performance is an essential factor in optimizing company profits, referring to work results in quality and quantity (Silaen, 2021). Several researchers also mention this definition of performance as the level of individual or group work results in achieving organizational targets and goals during a specific period (Feri, 2020). In this modern era, there are several essential factors in improving employee performance in a company organization, namely the role of leadership and communication in a company, motivating all levels of staff and employees so that all company goals and targets can always be achieved.

Leadership is the process of someone influencing others to achieve the expected goals (Erri, 2021). Leadership is an essential aspect of organizational management that plays a significant role in determining the direction and success of an organization.

Another thing that supports leadership in improving employee performance is organizational communication. Organizational communication is essential, including conveying ideas from superiors to subordinates or vice versa (Fatmawati, 2022). Organizational communication has also received much attention in practice in every job or managerial activity that has adopted communication in one way or another. Planning and control require communication, design, development, decision-making, problem-finding solutions, leadership, and organizational staffing (Chew et al., 2023).

The process of implementing leadership must also be supported by the efforts of the will of the employees in the existing workforce so that harmony between individual leadership and the efforts and will of employees is an important thing that needs attention to form a good performing company culture. Work culture is how organizational members act guided by the norms, values, and principles determined together (Edison, 2018). A good work culture can create a harmonious, productive work environment and motivate employees to give their best. Apart from explaining the relationship between leadership, communication, and work culture on employee performance, this research also tries to explain the relationship between leadership, communication, and work culture and how job satisfaction mediates employee performance. Job satisfaction is an emotional reaction that employees may feel while serving in a job position (Bennani & Hassi, 2024). Job satisfaction is associated with accomplishments and sensations of pleasure when carrying out daily tasks.

Several previous studies have proven the influence of leadership on employee performance. (Feri. S, 2020) states that transformational leadership has a significant favorable influence on employee performance. (Hong & Zainal, 2024) It also states that inclusive leadership has a considerable influence on employee performance. The influence of organizational communication on employee performance (Dewi, 2021) states that communication significantly influences employee performance. (Sarumaha, 2022) states that work or organizational culture also has a significant favorable influence on employee performance. However, this differs from (Abdelwahed, 2024), who states that work culture only significantly influences employee performance. The existence of this gap causes researchers to need to carry out research again to produce different findings or findings that are consistent with research that has been conducted previously.

The gaps in this research will be addressed by investigating how leadership, organizational communication, and work culture influence employee performance through the mediating variable of job satisfaction. This research sheds valuable light on how the interaction between these factors contributes to employee performance in the case of financial and credit guarantee sectors, providing empirical evidence from which organizational management practices can be learned. Further, this study contributes to a theoretical understanding of employee motivation and performance dynamics by focusing on the potential mediating role of job satisfaction. The significance of the earlier work and the novelty of this research is in its thorough investigation of how leadership shapes, in part, organizational communication, work culture, and job satisfaction in influencing employee performance in a targeted organizational context: PT Jamkrida Jatim. Prior work on these relationships in some other sectors, but this study of these

relationships in the financial and credit guarantee industry is unique because the regulatory and operational peculiarities of the sector make for unique dynamics of employee performance. This current study also contributes to the existing literature by integrating the mediating role of job satisfaction and explaining how these variables jointly influence employee performance. The enriched theoretical framework gives meaning to employee performance and practical implications for improving organizational effectiveness through deliberate interventions to improve leadership, communication, and the work culture.

H1 = Leadership does not have a significant effect on job satisfaction.

H2 = Organizational communication has a significant effect on job satisfaction.

H3 = Work culture has a significant effect on job satisfaction

H4 = Leadership has a significant effect on employee performance

H5 = Organizational communication does not have a substantial effect on employee performance.

H6 = Work culture does not have a significant effect on employee performance

H7 = Job satisfaction does not have a significant effect on employee performance

H8 = Job satisfaction does not have a significant effect in mediating leadership variables and employee performance.

H9 = Job satisfaction does not have a significant effect in mediating organizational communication variables and employee performance.

H10 = Job satisfaction does not have a significant effect in mediating work culture variables and employee performance

2. Literature Review

2.1 Leadership

Leadership is a critical function within organizations, as it shapes the direction and goals that a company aims to achieve, ultimately influencing employee performance (Mir, 2020). Effective leaders are tasked with developing strategic plans to meet these goals, optimizing resources, and carefully considering the implications of their decisions (Heifetz & Linsky, 2017). As the central figures of managerial authority, leaders must facilitate communication and coordination among subordinates and various divisions to ensure organizational effectiveness (Cahyani et al., 2022). Strong leadership qualities are essential for managers to foster an environment conducive to optimal organizational performance (Doka & Tan, 2023).

2.2 Organizational Communication

Organizational communication refers to exchanging messages among the various units within an organization (Afianto & Utami, 2017). Effective communication relies on clear and comprehensible language, which is vital for achieving the aims and objectives of the organization (Chew et al., 2023). In organizational settings, robust communication practices are necessary to guide subordinates and enhance overall performance (Adyawanti, 2021). Communication functions within organizations include controlling, leading, directing, and influencing members, thereby underscoring its importance in achieving organizational goals (Gillet et al., 2018).

2.3 Work Culture

Work culture, often called organizational culture, encompasses the values, norms, habits, and beliefs that shape the behavior of its members (Ramadista & Kismono, 2020). It is crucial in influencing how employees interact and perform within the organization (Liany, 2021). Developing a strong work culture often reflects the behaviors and decisions made by leaders, who are instrumental in reinforcing or reshaping cultural values (Wambui, 2018). Leaders must actively identify and address cultural issues, ensuring the organizational culture aligns with the strategic objectives (Tipa, 2023).

2.4 Job Satisfaction

Job satisfaction is the positive emotional response individuals experience due to their work (Mustofa et al., 2022). It is influenced by various factors, including the work environment, recognition, and opportunities for advancement (Herzberg, 1966). According to Herzberg's motivation-hygiene theory, job satisfaction is significantly impacted by both motivational and hygiene factors, with the former being essential for enhancing employee satisfaction (Mesiono, 2019). Research indicates that job satisfaction is closely linked to employee performance, suggesting that satisfied employees are more likely to be productive and committed to their work (Kuwaiti et al., 2019)

2.5 Performance

Performance is the level of quality or quantity that can be produced by company employees (Feri. S, 2020). So, performance is a result of work or the level of success of an individual or group as a whole, and it is used to assess the achievement of mutually agreed targets and goals within a company organization within a certain period. Low performance can cause a decrease in productivity, both quality and quantity (Tangchareonsamut, 2021). In short, performance can be interpreted as fulfilling the results of work that has been completed (Jindain & Gilitwala, 2023). It is a challenge for companies to create a positive climate that can improve the performance of all their employees. Companies must be responsible for creating a work atmosphere conducive to enhancing employee performance, and employees themselves must have the initiative and continuously innovate to make themselves feel comfortable so that the resulting output can be more optimal.

3. Research Methods

This research is explanatory, a type of research that seeks to find new relationships. Based on the research objectives, this research is a causality study that intends to test the hypothesis between the research variables so that the relationship or influence between the studied variables is known, namely between independent variables, namely leadership (X1), organizational communication (X2), work culture (X3), job satisfaction (Z) as the intervening variable, and the dependent variable Performance (Y).

The sample consisted of 46 employees from PT Jamkrida Jatim, selected through a purposive sampling technique to ensure that respondents were relevant to the study's focus on leadership, communication, and work culture. Data collection was conducted via questionnaires distributed to employees at various organizational levels. Data analysis followed SEM-PLS guidelines, ensuring that measurement and structural models met the required model fit and validity criteria.

4. Result

SEM-PLS analysis using the SmartPLS 4.0 application program analysis tool is used in this research. Partial Least Square (PLS) is a multivariate statistical analysis that compares multiple dependent and independent variables. The Partial Least Square (PLS) Model is evaluated by evaluating the outer and inner models.

4.1 Convergent Validity

	BK	KEPM	KK	KOM	KP
BK1	0.778				
BK2	0.875				
BK3	0.843				
BK4	0.913				
KEPM1		0.930			
KEPM2		0.767			
KEPM3		0.845			
KEPM4		0.930			
KEPM5		0.892			
KK1			0.903		
KK2			0.904		
KK3			0.788		
KK4			0.803		
KK5			0.870		
KK6			0.878		
KK7			0.803		
KOM1				0.808	
KOM2				0.837	
KOM3				0.866	
KOM4				0.927	
KOM5				0.896	
KP1					0.924
KP2					0.869
KP3					0.803
KP4					0.861
KP5					0.878
KP6					0.923

Source: data analyzed, 2024

Each variable's outer loadings of indicators are used to assess convergent validity, and an acceptable value is 0.70 or greater. The values of the outer loadings in Table 1 exceed the 0.70 threshold. Loadings in the range of 0.767 to 0.930 on the indicators of leadership (BK), organizational communication (KOM), work culture (KK), job satisfaction (KEPM), and employee performance (KP) support that the indicators for each construct are reliably representative of underlying variables. Therefore, the model shows a convergent validity, implying that the measurement items are valid measures of their respective constructs.

4.2 Discriminant Validity

Discriminant validity evaluates whether latent variables are sufficiently distinct from one another, ensuring that each construct measures a unique concept. To assess this, the Fornell-

Larcker criterion was applied, which compares the square root of the average variance extracted (AVE) for each latent variable with its correlations with other constructs.

Table 2. Discriminant Validity Test

	BK	KEPM	KK	KOM	KP
BK	0.854				
KEPM	0.045	0.875			
KK	0.818	0.029	0.851		
KOM	0.811	0.027	0.807	0.868	
KP	-0.016	0.776	-0.028	-0.062	0.877

Source: data analyzed, 2024

As shown in Table 2, the diagonal values represent the square root of the AVE for each latent variable, while the off-diagonal values represent the correlations between the constructs. The results indicate that the square root of AVE for each construct (e.g., BK = 0.854, KEPM = 0.875, KK = 0.851, KOM = 0.868, and KP = 0.877) is greater than the correlations between that construct and any other variable. This confirms that each latent variable is distinct and does not overlap with others, thereby validating the discriminant validity of the model. Thus, each construct effectively represents a unique dimension of the research framework.

4.3 Composite Reliability Test

Composite reliability measures the internal consistency of the indicators used for each latent variable, ensuring that all items within a variable reliably measure the intended construct. A variable is considered to meet the criteria for composite reliability if its value exceeds 0.70.

Table 3. Composite reliability test

	Cronbach's alpha	Composite reliability (rho_c)
BK	0.874	0.915
KEPM	0.922	0.942
KK	0.936	0.948
KOM	0.917	0.938
KP	0.940	0.952

Source: Data analyzed, 2024

As shown in Table 3, the composite reliability (rho_c) values for all variables are well above the threshold of 0.70, with values ranging from 0.915 (BK) to 0.952 (KP). This indicates that all the constructs demonstrate satisfactory reliability, confirming that the indicators used for each variable are consistent and dependable for further analysis. Therefore, all variables in this study are considered reliable for testing the proposed relationships in the research model.

4.4 Inner Model

The inner model was evaluated using the Coefficient of Determination (R^2), Goodness of Fit, and Hypothesis Testing (direct and indirect effects). The inner model's path relationships and effects were analyzed to determine the strength of the relationships between the variables, as illustrated in Figure 1.

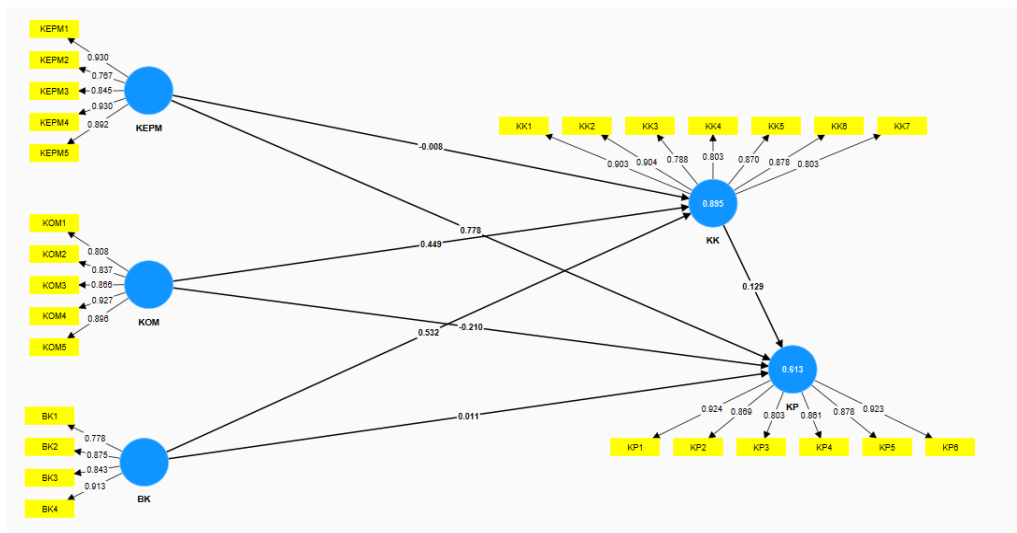


Figure 1. Inner model

Source: Data analyzed, 2024

4.5 Coefficient Determination (R²)

Table 4. R square

	R-square	R-square adjusted
KK	0.895	0.887
KP	0.613	0.575

Source: Data analyzed, 2024

The R² values assess the model's explanatory power, indicating how much the independent variables explain the variance in the dependent variables. Based on Table 4, the R² value for job satisfaction (KK) is 0.887, meaning that leadership, organizational communication, and work culture together explain 88.7% of the variance in job satisfaction. In contrast, the R² value for employee performance (KP) is 0.575, indicating that these same independent variables explain 57.5% of the variance in employee performance, while the remaining variance is attributed to other factors not included in the model.

4.6 Predictive Relevance

Predictive relevance (Q²) assesses how well the model's predictions align with the observed data. A higher Q² value signifies better model fit and predictive accuracy. The Q² value for this model was calculated to be 0.953 (95.3%), indicating that the independent variables in the model explain 95.3% of the variance in the endogenous variables, suggesting strong predictive relevance. This result confirms that the model fits the data well and provides meaningful insights into the relationships between the variables.

5. Discussions

Table 5. Hypothesis test

	Original sample (O)	T statistics (O/STDEV)	P values
BK -> KK	0.532	5.369	0.000
BK -> KP	0.011	0.047	0.963

KEPM -> KK	-0.008	0.205	0.837
KEPM -> KP	0.778	8.172	0.000
KK -> KP	0.129	0.470	0.638
KOM -> KK	0.449	4.772	0.000
KOM -> KP	-0.210	1.035	0.301
BK -> KK -> KP	0.069	0.443	0.658
KEPM -> KK -> KP	-0.001	0.080	0.936
KOM -> KK -> KP	0.058	0.472	0.637

Source: Data analyzed, 2024

The hypothesis test results are shown in Table 5 and give clues on the relations between leadership, organizational communication, job culture, job satisfaction, and employee performance. Then, these results are discussed and compared with existing theories and previous empirical studies, and practical recommendations for PT Jamkrida Jatim are offered.

5.1 Leadership and Job Satisfaction

Table 5 shows the hypothesis test results: the P-value is much higher than the usual significance level, for example, 0.05 or 0.01, e.g. 0.837. This result suggests that leadership contributes little to job satisfaction. The results of this research contradict those of Harahap and Khair (2019), who stated that leadership significantly influences job satisfaction. According to transformational leadership theories by Bass (1985), leaders were supposed to inspire and motivate employees so that they would be more satisfied. However, this study lacks a significant relationship, indicating there could be other explicators, namely organizational communication or work culture, which play a more dominant role in influencing job satisfaction at PT Jamkrida Jatim.

5.2 Organizational Communication and Job Satisfaction

In contrast, in Table 5, the P value 0.000 is lower than the standard significance level (0.05 or 0.01). The data in this study provides evidence that organizational communication plays a role in job satisfaction. This research's results correspond with Safari, Zulukarnaen, and Nurhanipah's (2019) study that found that organizational communication positively affects job satisfaction. This finding shows the role that must be played by improving communication channels within and outside the organization for employees to be informed, valued, and engaged.

5.3 Work Culture and Job Satisfaction

As in Table 5, the hypothesis test results also indicate that the P-value of .000 is lower than the standard significance level (of 0.05 or 0.01). The work culture strongly impacts job satisfaction; hence, the data supports this hypothesis. This research fits well with the results of Wianandar, Sudiardhita, and Susita (2021), who argued that work cultures positively and significantly influence ACE on job satisfaction. Positive and significant effects also result in increased job satisfaction. The research in this study indicates a positive relationship between work culture and job satisfaction, resulting in a need to create a work environment that supports collaboration, respect, and a sense of inclusivity. PT Jamkrida Jatim should create a work culture that supports and helps it grow.

5.4 Leadership and Employee Performance

Table 5 shows the results of the hypothesis test that the P-value of 0.000 (smaller than 0.05) indicates that leadership has a very statistically significant influence on employee performance. These results support the proposition that leadership significantly impacts employee performance. These results are similar to research conducted by Kurniawan (2018), which suggests that leadership dramatically impacts performance. The leadership development program, which focuses on motivational leadership and clear communication of organizational goals, could help PT Jamkrida Jatim to enhance employee performance.

5.5 Organizational Communication and Employee Performance

However, consistent with the hypothesis on job satisfaction, as seen in the result of the hypothesis test presented in Table 5, the P value is at least 0.05, and the theory that organizational communication has no statistically important impact on employee performance is accurate. This study provides results that differ from Marceline et al. (2021) research findings that organizational communication strongly affects employee performance. While communication may be good and generate a positive work environment and satisfaction, it will only directly impact performance if backed by strong leadership and a supportive organizational culture. For PT Jamkrida Jatim, communication alone can not be enough to drive performance; it needs to be integrated with other organizational strategies.

5.6 Work Culture and Employee Performance

The following result in Tabke 5 shows that the P value is 0.963, much larger than 0.05. Thus, we conclude that work culture has no statistically significant influence on employee performance. The findings of this research contrast the work performed by Kurniawan and Sa'dah (2017), who state that work culture deeply affects performance. Work culture is also important to job satisfaction but can directly impact performance with the support of leadership and motivation-driven initiatives. Based on performance results, PT Jamkrida Jatim should improve leadership practice performance by strengthening performance with work culture.

5.7 Job Satisfaction and Employee Performance

The P-values of the seventh hypothesis are much more significant than 0.05, thus confirming that the effect of job satisfaction on employee performance is not significant. This finding differs from the findings reported by other researchers, such as Sufiyanti, Suwarni, and Anggraini (2021), indicating that job satisfaction correlates with employee performance. Why is there this discrepancy? One plausible explanation is that job satisfaction is related to positive workplace attitudes but not automatic agreement on enhanced performance unless there are other contributing factors—leadership, motivation, and organizational incentives. This means that PT Jamkrida Jatim should concentrate on building job satisfaction and other performance-building mechanisms such as precise goal setting and reward systems.

5.8 Mediation Effects: Job Satisfaction as a Mediator

The indirect effect tests did not find that the relationship between leadership on one hand and employee performance and vice versa went through job satisfaction (P-value = 0.936), nor the relationship between organizational communication and employee performance and vice versa (P-value = 0.637), and work culture and employee performance (P-value = 0.658). These results suggest that job satisfaction alone cannot explain the relationship among these variables. This result contradicts what Handoko et al. (2021) said: that leadership impacts performance

through job satisfaction, while Tiyas and Parmin (2021) point out that job satisfaction can mediate organizational communication and performance variables. As can be deduced from previous studies, this study does not have significant mediation effects, implying that PT Jamkrida Jatim may need to enhance other factors, including quality of leadership and organizational incentives, to bridge the gap between satisfaction and performance better.

5.9 Practical Implications for PT Jamkrida Jatim

This study found several practical implications for PT Jamkrida Jatim. First and foremost, leadership should be developed as it impacts employee performance and satisfaction. Developing leadership skills related to motivation and goal setting will lead to satisfaction and performance. Second, as organizational communication and work culture significantly impact job satisfaction, PT Jamkrida JATIM is advised to have communication training programs and a work culture that is inclusive and positive. If you want a stronger, more motivated workforce, you must communicate transparently, provide healthy, regular feedback, and stress shared values. The end of being to take a look at complementary strategies, such as rewards based on performance and a more straightforward career progress route, PT Jamkrida Jatim should also consider better linking job satisfaction with elevated employee performance.

6. Conclusion

The result of this study illustrates the key elements of organizational communication and work culture that increase job satisfaction at PT Jamkrida Jatim. They also found that leadership has a significant impact on employee performance. The results underline that improving employee satisfaction requires open communication channels and a positive organizational culture. Nevertheless, their findings indicate that other factors, including leadership and motivation, are critical in determining performance outcomes without direct effects on job satisfaction performance. The findings suggest important implications for PT Jamkrida Jatim regarding investment strategy for developing leadership, sound communication principles, and a supportive work atmosphere for maximizing employee performance and satisfaction. While these insights are gained, this study has several limitations, as it is only cross-sectional and thus unable to infer causal relationships over time. Longer-term research on these variables could be done in a longitudinal design. Further research could investigate the role of other mediators, such as motivation and work-life balance, in mediating the relationship between organizational factors and employee performance. The findings could be extended through additional studies with a larger sample size or in different organizational contexts.

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