

(Research/Review) Article

Influence of Leadership Style, Competence, and Motivation on Employee Performance through Job Satisfaction at AUR Beduri Health Center Jambi

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Abstract: This study aims to analyze the influence of leadership style, competence, and motivation on employee performance with job satisfaction as an intervening variable at the Aur Beduri Community Health Center, Nalo Tantan District, Merangin Regency, Jambi. The study uses a quantitative approach with Partial Least Square (PLS) analysis through the SmartPLS application. The object of this study is the employees of the Aur Beduri Community Health Center, Nalo Tantan District, Marangin Regency, Jambi, Indonesia. This study uses a descriptive and causal research design. The population in this study is 64 employees of the Aur Beduri Community Health Center. In this study, the sample was taken with a saturated sample design, namely the entire population being sampled, so the sample in this study was 64 people. Based on the literature review and hypothesis formulation, the variables in this study are independent, dependent, and intervening variables. Independent variables include Leadership Style, Competence, Motivation. The intervening variable in this study is Job Satisfaction. The dependent variable is also called the bound variable, namely the value of which is influenced by the independent variable, which is the dependent variable in this study is Job Satisfaction (Y). The results of the study showed that leadership style, competence, and motivation had a positive and significant effect on job satisfaction. Furthermore, job satisfaction had a positive and significant effect on employee performance. Competence and motivation were shown to have a positive and significant effect on employee performance, while leadership style did not have a significant direct effect on performance. However, job satisfaction was shown to mediate the influence of leadership style, competence, and motivation on employee performance. This finding indicates that improving leadership quality, competence, and motivation can increase job satisfaction, which in turn contributes to improved employee performance. This study provides practical implications for Community Health Center management to strengthen participatory leadership styles, improve employee competence through training, and develop appropriate motivation systems to improve the performance of health workers.

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Keywords: Competence; Employee Performance; Job Satisfaction; Leadership Style; Motivation.

1. Introduction

An organization requires people as its primary resource to achieve its goals. Humans are a crucial factor in an organization because they are able to mobilize all its components. Humans are resources with thoughts and feelings that distinguish them from other factors of production. The differences in their character and role are crucial, so organizations must consistently manage human resources effectively and efficiently to create excellence within

society. High-quality, high-performing human resources will make a significant contribution to organizational advancement (Umar & Norawati, 2022).

Implementing development, particularly in providing public services to the community, requires human resources in the form of government officials with specific capabilities. The level of professionalism of government officials needs to be continuously improved through the appropriate placement of government officials, in accordance with job demands, and with the qualifications and capabilities to carry out their work. In the current era of globalization, every government organization is required to improve the quality of its human resources to be more innovative in responding to change. Improving the quality of strategic human resources through skills enhancement, development, and management of human resource organization. This is a primary requirement for achieving competitiveness and independence. Within an organization, the role of human resources is crucial in determining its effectiveness. Competent and qualified human resources are essential for any organization, especially in today's era of globalization. In this era, all business organizations must be ready to adapt and strengthen themselves to compete and meet future challenges. Human resources, specifically employees, must always play an active and dominant role in every organizational activity because humans are the planners, behaviorists, and determinants of the achievement of organizational goals. Effective workforce utilization is key to improving employee performance, therefore, organizational policies are needed to motivate employees to work more productively in accordance with established plans. Productivity is a company's benchmark for measuring employee performance (Subiyanto et al., 2024).

According to (Sulistiyowati, 2021), performance is the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. According to (Zulkifli, 2022), performance is the results of work and work behavior achieved in completing assigned tasks and responsibilities within a certain period.

(Moecheriono, 2020) states that performance is a description of the level of achievement of implementing an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning

An employee's performance success can be explained by their assessment of their results when they are internally or externally controlled. Internally controlled employees are more satisfied with their jobs because they perceive the causes and consequences of events as being within their control. These employees feel their lives are controlled by their own behavior, skills, and abilities. Conversely, externally controlled employees perceive the causes and consequences of events as being beyond their control and perceive the causes of events as originating from the external environment, thus lowering their own performance.

The Aur Berduri Community Health Center (Puskesmas Aur Berduri) is a health facility located in Nalo Tantan District, Merangin Regency, Jambi. It is at the forefront of providing basic healthcare services to the surrounding community. As a first-level healthcare center, it plays a vital role in supporting government programs to create a healthy and productive society. Supported by adequate medical facilities and trained healthcare personnel, the Aur Berduri Community Health Center strives to meet the healthcare needs of the local community.

In addition to providing general medical services, the Aur Berduri Community Health Center also implements various preventive health programs. These include immunizations for children, routine health check-ups, and health promotion related to healthy lifestyles and good diets. The center also provides maternal and child health services, aiming to reduce maternal and child mortality rates and improve the quality of health for women during pregnancy, childbirth, and postpartum. Through these programs, the AUR Berduri Community Health Center plays a role in reducing the number of infectious and non-infectious diseases that can affect the community's quality of life.

To ensure optimal service quality, the Aur Berduri Community Health Center also involves the community in health activities. Various health education and counseling sessions are regularly conducted at the village level to raise public awareness of the importance of maintaining good health. This program aims to empower communities to be more independent in maintaining their health and preventing diseases before they progress. Furthermore, the community health center plays an active role in early detection of dangerous diseases through regular health checkups for the community.

As a community health center with a significant responsibility for public health in its area, the Aur Berduri Community Health Center continuously strives to improve the quality of its health services. This is done through improving medical facilities and training medical personnel to keep up with developments in science and technology in the health sector. With a reliable community health center ready to serve the community, it is hoped that it will create a healthier and more productive community, and can reduce the burden of disease in the Nalo Tantan District as a whole. The following are the work programs of the Aur Berduri Community Health Center:

The Public Health Service (PHBS) aims to improve clean and healthy living behaviors in households, with a target of 80% of households implementing PHBS, but the realization only reached 60% (75%). Meanwhile, the Infectious Disease Control Program aims to reduce 7% of infectious disease cases, but the realization shows a decrease of only 3%.

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The Prevention and Management of Non-Communicable Diseases (NCDs) targets 90% early detection of NCD patients, but only 70% has been achieved. The COVID-19 response program, which aims to vaccinate 90% of the population, has achieved 80% coverage, a higher success rate than other programs. Furthermore, the Mental Health Program aims to provide counseling to 250 people per year, but only 130 people (52%) receive services.

Finally, the Stunting Eradication Program aimed to reduce stunting prevalence by 7% per year, but actual results showed a decline of only 3%. Overall, while most programs successfully achieved most of their targets, many programs experienced lower than expected results, likely due to various implementation challenges, resource constraints, and difficulties in increasing community participation.

Therefore, agency management must understand the factors that influence employee performance. These factors will enable agency management to take various policy directions as needed, thereby producing and improving employee performance to meet employee expectations.

Based on this, the author is interested in conducting research with the title "The Influence of Leadership Style, Competence and Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at Aur Berduri Public Health Center, Nalo Tantan District, Merangin Regency, Jambi."

2. Preliminaries or Related Work or Literature Review

Theoretical Basis

Management

According to (Wijaya & Sari, 2020), management is a process that differentiates planning, organizing, mobilizing, implementing, and supervising, utilizing both science and art, to achieve predetermined goals.

Human Resource Management

According to (Ghozali, 2020), human resource management is the science and art of managing the relationships and roles of the workforce effectively and efficiently, helping to achieve the goals of the company or agency, employees, and the community.

Employee Performance

According to (Kho, 2021), performance can be defined as the work performance of individuals or groups that can be organized according to their respective powers and responsibilities, striving to achieve the company's or agency's common goals without violating applicable laws, norms, and regulations. Performance is also the result of the quantitative and qualitative achievements of an employee in carrying out their functions in accordance with their assigned responsibilities.

Leadership Style

Leadership style can be defined as a form, pattern, or type of leadership, in which one or more behaviors or leadership styles are implemented as supporting elements. Leadership style, on the other hand, is defined as the behavior or method chosen and used by a leader to influence the thoughts, feelings, attitudes, and behaviors of organizational members and subordinates. Wibowo (2020)

Competence

According to Wibowo (2021), competence is the ability to perform work based on existing skills and knowledge, supported by the work attitudes required by the job.

Motivation

According to (Fei et al., 2020), motivation is a state in which a person's efforts and willpower are directed toward achieving certain results, such as productivity, attendance, or creative work behavior. Meanwhile, according to (Wijaya & Sari, 2020), motivation is what drives people to do something and can also make people truly strive to expend energy in what they do to achieve their desired goals.

According to (Umar & Norawati, 2022) *Motivation is the process of activating an action/behavioral motivation to fulfill a need, achieve a goal/state and prepare someone to behave in doing something to achieve the goal*

Job Satisfaction

According to (Kho, 2021), job satisfaction is a feeling of contentment or accomplishment that an employee derives from their work. Job satisfaction results from an assessment that leads to a person achieving the value of their work or fulfilling their basic needs and helps determine the extent to which they like or dislike their job. In other words, job satisfaction can also be defined as a pleasant emotional state at work.

Framework

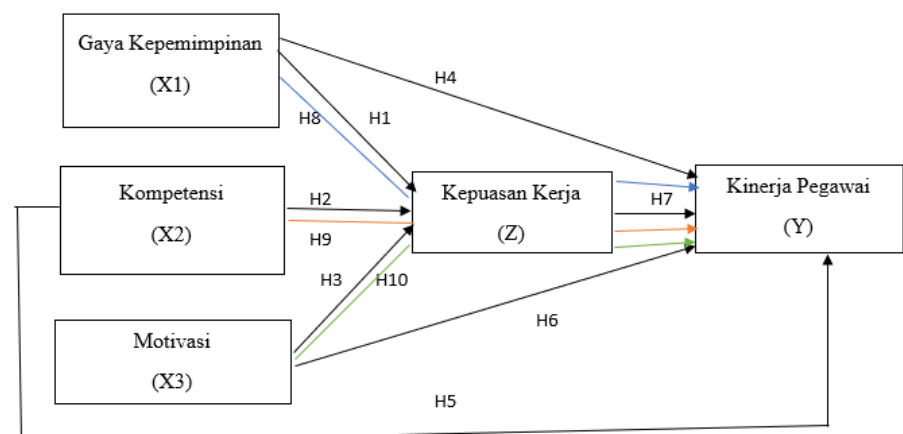


Figure 1. Framework.

3. Proposed Method

The object of this study is the employees of the Aur Beduri Community Health Center, Nalo Tantan District, Marangin Regency, Jambi, Indonesia. This study uses a descriptive and causal research design. The population in this study is the Aur Beduri Community Health

Center employees totaling 64 people. In this study, the sample was taken with a saturated sample design, namely making the entire population a sample, so the sample in this study was 64 people.

4. Results and Discussion

Outer Model (Structural Model) Testing Before Elimination

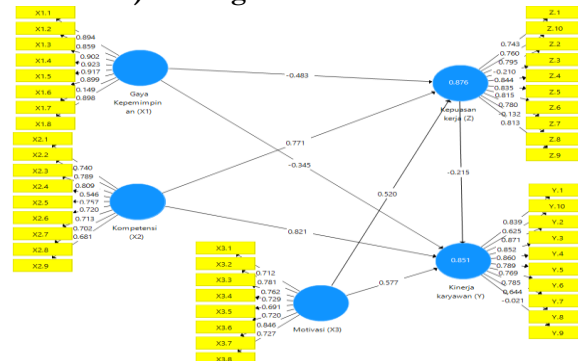


Figure 2. Outer Loadings Before Elimination.

Based on the processing results in the SmartPLS application, there are several variables whose statement values are below 0.5 so that elimination must be carried out where the items are in variable X1 statement 7, variable X2 statements 4, 7 and 9, variable X3 in statement 1, and variable Z statements 3 and 8 and variable Y in statements 9 and 10.

Average Variance Extracted (AVE) Assessment

Table 1. Average Variance Extracted (AVE) Value.

Variables	(AVE)
Leadership Style (X1)	0,809
Job Satisfaction (Z)	0,639
Employee Performance (Y)	0,689
Competence (X2)	0,595
Motivation (X3)	0,564

Source: SmartPLS Processed Results, 2025

Based on Table 4.3, it can be concluded that all the constructs or variables above meet good validity criteria. This is indicated by the Average Variance Extracted (AVE) value above 0.50, as recommended by the criteria.

Inner Model Testing (Structural Model)

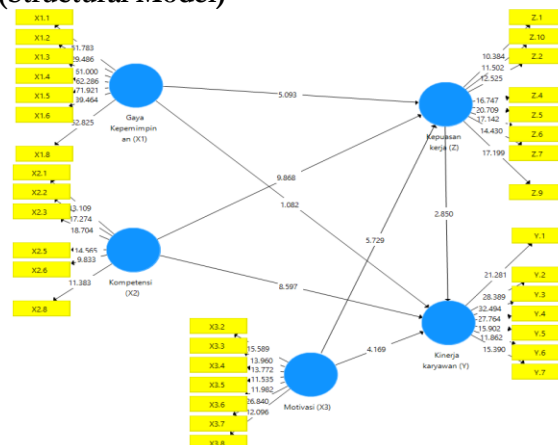


Figure 3. Inner Structural Model.

Based on Figure 4.3, the structural model above can be formed into the following Model Equation:

- Model Equation I, which illustrates the magnitude of the influence of the constructs of Leadership Style, Competence, and Motivation on Job Satisfaction, with the existing coefficients plus the error rate, which represents estimation errors or those that cannot be explained in the research model.

$$\text{Job satisfaction} = -0,255X_1 + 0,668X_2 + 0,468X_3 + e_1$$

- b. Equation Model II, is a description of the magnitude of the influence of the constructs of Leadership Style, Competence and Motivation and job satisfaction on Employee Performance with each coefficient for each construct plus an error which is an estimation error.

$$\text{Employee Performance} = -0,068X_1 + 0,966X_2 + 0,438X_3 + -0,422Z + e$$

Hypothesis Testing

Table 2. Result For Inner Weights.

	Path Coefficients				
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STD...)	P Values
Gaya Kepemimpinan (X1)-> Kepuasan Kerja (Z)	-0.255	-0.262	0.050	5.093	0.000
Gaya Kepemimpinan (X1)-> Kinerja Karyawan(Y)	-0.069	-0.067	0.063	1.082	0.280
Kepuasan Kerja (Z)-> Kinerja Karyawan (Y)	-0.422	-0.407	0.148	2.850	0.005
Kompetensi (X2) -> Kepuasan Kerja (Z)	0.668	0.672	0.068	9.868	0.000
Kompetensi (X2) -> Kinerja Karyawan(Y)	0.966	0.947	0.112	8.597	0.000
Motivasi (X3) -> Kepuasan Kerja (Z)	0.468	0.469	0.082	5.729	0.000
Motivasi (X3) -> Kinerja Karyawan (Y)	0.438	0.440	0.105	4.169	0.000

Source: SmartPLS Inner Model Test Results, 2025.

Based on the results of the SmartPLS test in Table 4.6, the results of the research hypothesis testing can be seen starting from the first hypothesis to the fifth hypothesis which is the direct influence of the constructs of Internal Communication, Inclusive Leadership, Work Life Balance, job satisfaction and Employee Performance.

Table 3. Hypothesis Testing Results.

Hypothesis	Statment	T Statistic	P-Value	Description
H1	Leadership Style has a positive and significant effect on Job Satisfaction	5.093 > 1,96	0.000 < 0,05	Accepted, Because the t-statistic is greater than 1.96 and the p-value is less than 0.05
H2	Competence has a positive and significant effect on Job Satisfaction	9.868 > 1,96	0,000 < 0,05	Accepted, Because the t-statistic is greater than 1.96 and the p-value is less than 0.05
H3	Motivation has a positive and significant effect on Job Satisfaction	5.729 > 1,96	0,000 < 0,05	Accepted, Because the t-statistic is greater than

Hypothesis	Statment	T Statistic	P-Value	Description
H4	Leadership Style Has a Significant Influence on Employee Performance	1.082 > 1,96	0,280 > 0,05	1.96 and the p-value is less than 0.05 Rejected because the t-statistic is less than 1.96 and the p-value is greater than 0.05.
H5	Competence Has a Significant Influence on Employee Performance	8.597 > 1,96	0,000 < 0,05	Accepted because the t-statistic is greater than 1.96 and the p-value is less than 0.05.
H6	Motivation has a significant influence on employee performance	4.169 > 1,96	0,000 < 0,05	Accepted, because the t-statistic is greater than 1.96 and the p-value is less than 0.05.
H7	Job satisfaction does not have a positive and significant effect on employee performance.	2.850 < 1,96	0,005 < 0,05	Accepted, because the t-statistic is greater than 1.96 and the p-value is less than 0.05.
H8	Leadership style has a positive and significant effect on employee performance through job satisfaction as an intervening variable.	2.332 > 1,96	0,020 < 0,05	Accepted, because the t-statistic is greater than 1.96 and the p-value is less than 0.05.
H9	Competence has a positive and significant effect on employee performance through job satisfaction as an	2.997 > 1,96	0,003 < 0,05	Accepted, because the t-statistic is greater than 1.96 and the p-

Hypothesis	Statment	T Statistic	P-Value	Description
	intervening variable.			value is less than 0.05.
H10	Motivation does not have a positive and significant effect on employee performance through job satisfaction as an intervening variable.	2.307 > 1,96	0,021 < 0,05	Accepted, because the t-statistic is greater than 1.96 and the p-value is less than 0.05.

Source: SmartPLS Inner Model Test Results, 2025

Research Results

The Influence of Leadership Style on Job Satisfaction

The above hypothesis indicates that leadership style has a positive and significant effect on job satisfaction. This demonstrates that leaders who provide direction, role models, and involve subordinates in decisions can increase job satisfaction. Research by Sutrisno (2020) and Rahayu & Wibowo (2020) supports these findings, stating that participatory and transformational leadership creates a comfortable work environment, thereby increasing job satisfaction.

The Influence of Competence on Job Satisfaction

The results above indicate that competence has a positive and significant effect on job satisfaction. Employees with high competence are more confident and satisfied at work. Anwar & Abdullah (2021) confirmed that technical and managerial competence are closely correlated with job satisfaction. Similar results were demonstrated by Sari (2020), who identified professional competence as a crucial factor in increasing job satisfaction.

The Influence of Motivation on Job Satisfaction

The results above also prove that motivation has a positive and significant effect on job satisfaction. Motivated employees feel more valued and satisfied with their work. Hidayat (2019) demonstrated that both intrinsic and extrinsic motivation contribute to job satisfaction. Pratama (2021) also added that work motivation significantly increases employee satisfaction in the public sector.

The Influence of Leadership Style on Employee Performance

This means that while a good leadership style can drive improved performance, its influence is not strong enough to produce significant change. In other words, the variation in leadership styles at the Aur Berduri Community Health Center does not directly impact employee performance. This finding aligns with research by Setiawan (2021) and Rahman (2022), which explains that leadership factors are often more effective in increasing job satisfaction than directly influencing performance. This means that good leadership first creates a sense of comfort and job satisfaction, which then indirectly contributes to improved performance.

The Influence of Competence on Employee Performance

The results above indicate that competence significantly influences employee performance. Competence, which encompasses knowledge, skills, and professional attitudes, is essential for achieving optimal performance. Nugroho (2021) and Wahyuni (2020) both emphasized that competence is positively related to employee performance in both the government and private sectors, explicitly demonstrating that competence significantly influences employee performance in these initial findings. Therefore, this hypothesis still requires empirical support through further research.

The Influence of Motivation on Employee Performance

The results above indicate that motivation significantly influences employee performance. Highly motivated employees work energetically to achieve organizational

targets. This finding is consistent with research by Saputra (2020) and Dewi (2020), which showed that intrinsic motivation increases employee work productivity.

Saputra and Rohmah (2021) also found that motivation has a positive and significant influence on teacher performance in elementary schools. Although only one source was identified in the initial research, these results indicate that the higher an employee's work motivation, the higher their performance.

The Influence of Job Satisfaction on Employee Performance

This finding is consistent with research at the Tawangrejo Community Health Center by Nugroho (2021), which found that job satisfaction significantly impacts HR performance, with satisfied employees being more productive and loyal to the organization. Furthermore, research by Sari & Utami (2023) also confirmed that job satisfaction among healthcare workers is closely related to improved service quality.

The Influence of Leadership Style on Employee Performance Through Job Satisfaction

The results of this study indicate that job satisfaction mediates the influence of leadership style on employee performance at the Aur Berduri Community Health Center. This finding aligns with research by Cahyo Agung Laksono et al. (2024) at the Winong I and II Community Health Centers, which found that job satisfaction plays a crucial role in bridging the influence of organizational factors on healthcare worker performance. Similarly, research by Putri & Lestari (2023) confirms that job satisfaction can strengthen the influence of leadership on employee performance in the public sector.

The Influence of Competence on Employee Performance Through Job Satisfaction

Employees with high competence feel more satisfied and confident, which impacts performance improvement. This study aligns with the findings of Wahyudi (2021) and Kurniawan & Dewi (2022), which confirmed that both technical and non-technical competence play a significant role in creating job satisfaction and strengthening employee performance in the healthcare sector.

The Influence of Motivation on Employee Performance Through Job Satisfaction

Motivation has a positive and significant effect on employee performance, with job satisfaction acting as a mediating variable. This finding aligns with research by Fadilah (2021) and Santoso & Aminah (2023), which states that both intrinsic and extrinsic motivation can indirectly improve performance through job satisfaction.

Cahyo Agung Laksono et al. (2024) concluded that work motivation has a positive and significant effect on job satisfaction, which in turn influences the performance of healthcare workers.

5. Conclusions

Conclusions

Based on the results of this study on the influence of leadership style, competence, and motivation on employee performance, with job satisfaction as an intervening variable at the Aur Beduri Community Health Center, it can be concluded that leadership style has a positive and significant effect on job satisfaction at Aur Beduri. Competence has a positive but insignificant effect on job satisfaction, while motivation has a positive and significant effect on job satisfaction. Leadership style, however, does not have a direct significant effect on employee performance at Aur Beduri. On the other hand, competence and motivation both have a positive and significant effect on employee performance. Additionally, job satisfaction has a positive and significant effect on employee performance. Furthermore, job satisfaction is found to mediate the relationship between leadership style and employee performance, as well as between competence and employee performance, and between motivation and employee performance at the Aur Beduri Community Health Center. These findings highlight the importance of job satisfaction as a key factor in improving employee performance, influenced by leadership, competence, and motivation.

Suggestion

For Research Objects

Based on the research results, it is proven that leadership style, competence, and motivation have a significant influence on both job satisfaction and employee performance. Therefore, agencies and organizations need to develop a participatory and transformational leadership style, ensuring that leaders serve as role models, provide clear direction, and actively involve employees in decision-making processes. Additionally, improving employee competency through continuous training and development programs, both in technical and managerial areas, is essential so that employees can work more professionally and effectively. These strategies will help foster a positive work environment and contribute to the overall success of the organization.

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