

# The Determinant Factors of Employee Job Satisfaction: Human Resource Development, Organizational Culture and Leadership Style

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## ABSTRACT

**Purpose:** The purpose of this study is to analyze the effect of human resource development, organizational culture and leadership style both simultaneously and partially on employee job satisfaction. And also to analyze the dominant influence on employee job satisfaction.

**Design/methodology/approach:** The population in this study were 67 employees of automotive muffler industry in Sidoarjo. Questionnaire was used as data collecting method and data analysis technique used was multiple linear regression.

**Findings:** The results of data analysis prove that simultaneously and partially the development of human resources, organizational culture and leadership has a significant effect on employee job satisfaction. While the variable that has the dominant influence on employee job satisfaction is the variable of leadership style.

**Practical implications:** The results of this research can be used as a reference to increase employee job satisfaction in manufacturing.

**Originality/value:** The results of the research show that among the variables of human resource development, organizational culture and leadership, the leadership style has a dominant influence on customer satisfaction. This is a new phenomenon that needs to be implemented in a muffler manufacturing.

**Paper type:** This paper can be categorized as research paper.

**Keywords:** Employee Job Satisfaction, Human Resource Development, Organizational Culture and Leadership Style.

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## I. INTRODUCTION

Every institution was established with the intention of achieving certain goals, to achieve or realize that goal every institution must be good at choosing strategies, especially human resource planning which is basically focused on certain steps taken by management. Human resources have a very important role in running an organization, both in managerial and operational activities. Recognizing the importance of human resources, business entities must ensure that these employees get high job satisfaction and meet their needs, where the needs of employees differ from one another.

Job satisfaction of an employee is an important factor because the satisfaction obtained will also determine a positive attitude towards work. Feeling satisfied at work can have a positive impact on behavior, as levels of discipline and morale tend to increase (Suyono and Mudjanarko 2017). Job satisfaction is also related to employee performance, so if job satisfaction is higher it will increase morale at work and employee performance will increase. Job satisfaction itself can be interpreted as a conclusion based on a comparison of what employees

actually receive from their work compared to what is expected, desired and considered appropriate or entitled to it (Gomes 2016).

According to Handoko (2015) job satisfaction is also one of the variables that affect work performance or employee productivity hours of motivation, stress levels, physical working conditions, compensation, and other economic, technical and behavioral aspects. The scope of human resource management in general discusses matters relating to employees, including employee job satisfaction. Employee job satisfaction is a factor that is considered important, because it can affect the running of the institution as a whole.

From several previous studies, there are several variables that influence job satisfaction, including human resource development (Arsyad 2016; Tizikara and Mugizi 2017; Wongkar, Sepang, and Loindong 2018), organizational culture (Herawan 2015; Junianto and Sabtohadhi 2019; Suyono, Radianto, and Elisabeth 2019; Tumbelaka, Alhabsji, and Nimran 2016), and leadership style (Ahamed and Mahmood 2015; Saleem 2015; Saputra and Adnyani 2017; Suyono et al. 2019)

Human resource development according to Mangkunegara (2016) is an activity to improve employee capabilities by increasing knowledge and understanding of general knowledge including increasing mastery of theory, decision making in dealing with organizational problems. Development is a long-term educational process that uses systematic and organized procedures whose managerial learning is conceptual and theoretical knowledge to achieve common goals. Human resource development is an activity carried out by institutions, so that their knowledge, abilities and skills match the demands of their work.

Aprianto and Jacob (2015) explain that organizational culture is a very important factor in determining the success or failure of an organization through the mutual commitment of employees to fulfill agreed values. Because this culture is strategic which determines how values, attitudes and behavior are to achieve the goals of the institution so that it has a significant impact on the economic performance of the institution or organization in the long term. Organizational culture is very necessary for every institution that needs to be constantly developed and adapted to changes in the organizational environment. The organizational environment consists of human resources with different backgrounds and levels. Thus, changes to organizational culture are carried out first through changing the mindset of all human resources in the organization. Organizational culture is a set of values that helps organizational members understand acceptable and unacceptable actions in the organization. Organizational culture has a very strategic role to encourage and improve the effectiveness of organizational performance, as an instrument for determining the direction of the organization, directing what can be done and what cannot be done, how to allocate organizational resources, as a tool for dealing with problems and opportunities from the internal environment and external. The most basic thing about organizational culture is as a system of social control for members of the organization to control the expected behavior in accordance with organizational goals (Schein 2015).

Leadership is the process of directing and influencing individuals or groups in relation to a specific task area. In an organization, leaders are needed to direct their members in running the organization to achieve the expected goals. The leader will not be able to control his members if he does not have a good leadership style. Hasibuan (2016) says that leadership is interpersonal influence that is carried out in a situation and is directed through a communication process towards achieving certain goals or objectives. Leadership is the ability to influence the activities of others through communication, both individually and in groups, towards achieving goals. This ability of other people has the intention to achieve the goals that have been set. In other words, the purpose of leadership is to influence other people, in this case employees or subordinates to achieve the agency's mission. Leaders are required to create personal relationships with others rather than their own needs and must be willing to accept failure. Every leader must realize that in order to create effective human relations, a leader needs to have the ability to treat other people as subjects rather than objects. The main task of a leader is to make decisions. Everything that happens in an institution must be decided correctly, not because it happens by chance or conditionally. The higher the position of a leader in an institution, the greater the weight of the decisions he makes.

This study aims to analyze simultaneously or partially the influence of independent variables in the form of human resource development, organizational culture and leadership on the dependent variable in the form of employee job satisfaction. And also to analyze among the independent variables, human resource development, organizational culture and leadership, which variables have the dominant influence on employee job satisfaction.

## **A. Literature Reviews And Hypotheses**

### **1. Job Satisfaction**

Job satisfaction is defined by the extent to which a person feels positive or negative about various factors or task dimensions in his work (Hariandja 2016). Job satisfaction is an emotional attitude that pleases and loves his job. This attitude is reflected by work morale (Hasibuan 2016). Job satisfaction itself can be interpreted as a conclusion based on a comparison of what employees actually receive from their work compared to what is

expected, desired and considered appropriate or entitled to it (Gomes 2016). Job satisfaction at work is job satisfaction enjoyed at work by getting praise for work results, placement, maintenance, equipment, and a good work environment. Employees who prefer to enjoy job satisfaction at work will prioritize their work over reciprocity even though payment is important. Satisfaction outside of work is employee job satisfaction outside of work with the amount of reciprocity received from his work, so that he can buy what he needs. Job satisfaction from inside and outside of work is job satisfaction which is reflected by a balanced emotional attitude between rewarding and carrying out work. Employees who enjoy job satisfaction from inside and outside of work will be satisfied if work results and reciprocity are felt to be fair and proper.

According to Yukl (2015) theories about job satisfaction can be grouped into three types (1) Discrepancy theory. (2) Equity theory, (3) Two factor theory. Discrepancy theory states that one's job satisfaction is calculated by calculating the difference between what should be and the perceived reality.

Porter (1985) also explains that a person's job satisfaction depends on the difference (discrepancy) between the value of the desired expectation, and what according to his feelings or perceptions has been achieved or obtained from his work. Thus people will be satisfied if there is no desired difference with their perception of reality, because the desired minimum threshold has been reached. If it turns out to be greater than desired, then people will be satisfied even though there is a difference but it is a positive difference. On the contrary, the farther the reality is perceived below the minimum standard, the negative difference will occur and the greater the person's dissatisfaction with the job. Equity theory, the principle of this theory is that the person will feel satisfied or dissatisfied, depending on whether he will feel equality or not for the situation obtained by comparing himself with other people, with other agencies or companies. Meanwhile, the two factor theory argues that factors make people feel satisfied and dissatisfied. In another view, the two factors referred to in this theory are two sets of conditions, the first is a condition that causes people to feel dissatisfied, if the conditions exist and are not attended to, then the person will not be motivated.

Davis and Newstrom (2016) argue that in general there are two dimensions of satisfaction, namely satisfaction with the work itself and satisfaction with the task environment (work pressure, working conditions, supervisors and organization). A similar opinion was expressed by Robbins (2015), who stated that the commonly used elements of job satisfaction included "type of work, colleagues, benefits, treated with respect and fairness, job security, opportunities to contribute ideas, wages, recognition of performance, and opportunities for advancement." These factors can be based on four factors, namely mentally challenging work, appropriate rewards, supportive working conditions, and supportive colleagues.

Yukl (2015) explained that job satisfaction will increase strong work motivation. For this reason, it is necessary to pay attention to several factors in managing employees, including (1) achievement, (2) responsibilities, (3) recognition, (4) development (advancement), and (5) work itself (the work itself). Furthermore, Yukl (2015) outlines several main factors that influence employee job satisfaction based on Herzberg's motivation theory, including (1) income or compensation, (2) work activities, (3) supervision, (4) career promotion, (5) interaction between employees, (5) working conditions.

## **2. Human Resource Development**

Human resource development according to Mangkunegara (2016) is an activity to improve employee abilities by increasing knowledge and understanding of general knowledge including increasing mastery of theory, decision making in dealing with organizational problems.

The Human Resource Management (HRM) strategy development process provides benefits for the organization (Hasibuan 2016), including:

1. Defining HRM opportunity constraints in achieving its business goals.
2. Clarify new ideas on HRM issues that are result-oriented and provide a broader perspective.
3. Conduct management commitment tests on activities, creating a process for allocating human resources for specific programs and activities.
4. Focusing on selected long-term activities by considering the first priority for the next 2 or 3 years.
5. Implement a strategy that focuses on managing the HR function and developing blessed staff.

Several previous studies on human resource development and its effect on customer satisfaction have been proven by several researchers such as Arsyad (2016), Wongkar et al. (2018) which state that human resource development has influence on employee job satisfaction. Thus, a hypothesis can be made as follows:

H1: human resource development influences employee job satisfaction.

## **3. Organizational Culture**

Culture is the totality of human thoughts, occupations and occupations, which are not rooted in their instincts, and therefore can only be triggered by humans after going through a learning process. Culture is at the core of what matters in an organization. Such as ordering member activities and prohibitions as well as describing something that is done and not done that governs member behavior. So culture contains what may or

may not be said to be the guidelines used to carry out organizational activities (Hofstede 2016). Organizational culture is a pattern of assumptions found by a group, determined, and developed through a learning process to deal with problems of external group adaptation and internal group integration (Wirawan 2015).

The culture of each organization shows certain characteristics or characteristics of a homogeneous organization. All of these cultures must be understood and integrated, if the organization is to work effectively. "The more members accept the core values and the greater their commitment to those values, the stronger the culture, the stronger culture will have a greater influence on the behavior of its members because the level of togetherness and intensity will create a climate for high behavior control" (Robbins 2015). The stronger the culture of an organization, the less there is a need for management to develop the need for formal rules to guide employee behavior. These guidelines will be internalized by employees if they accept the organizational culture (Robbins 2015).

The main characteristics of organizational culture according to Robbin (2015), include:

1. Individual initiative. The degree of responsibility, freedom, and independence afforded by the individual.
2. Tolerance for risky actions. The degree to which employees are encouraged to act aggressively, be innovative, and take risks.
3. Directions. The degree to which the organization clearly creates goals and objectives regarding achievement.
4. Integration. The degree to which units within the organization are encouraged to work in a coordinated manner.
5. Support from management. The extent to which tribal chiefs provide clear commutation, assistance, and support to their subordinates.
6. Control. Many regulations and direct controls are used to monitor and control employee behavior.
7. Identity. The degree to which members identify themselves as a whole with their organization rather than with a specific work group or with an area of professional expertise.
8. Reward system. The degree to which the allocation of rewards (e.g., salary increases, promotions) is based on the employee's performance criteria as opposed to seniority, affection, and so on.
9. Tolerance of conflict. The extent to which employees are encouraged to express conflict and criticism openly.
10. Patterns of communication the degree to which organizational communication is constrained by formal hierarchies of authority.

Culture performs a number of functions within the organization (Robbins 2015), include:

1. Culture has the role of setting boundaries.
2. Culture provides a sense of identity to members of the organization.
3. Culture facilitates the emergence of a commitment to something wider than one's self-interest.
4. Culture enhances the stability of the social system.
5. Meaning-making mechanisms and control mechanisms that guide and shape employee attitudes and behavior.

Research on the influence of organizational culture on employee job satisfaction was conducted by Tumbelaka et al. (2016); Herawan (2015); Junianto & Sabtohadhi (2019). The research results show that organizational culture influences employee job satisfaction. Then a hypothesis can be made as follows:

H2: organizational culture influences employee job satisfaction.

#### **4. Leadership Style**

Hasibuan (2016) says, leadership style is an interpersonal influence that is carried out in a situation and is directed through a communication process to achieve certain goals or objectives. Stoner (2015) has a more detailed opinion on leadership style where it is said that managerial leadership style is a process that not only directs but also influences the activities of group members related to tasks. Meanwhile, according to Fleshman, as rewritten by Gibson et al. (2015) said that leadership style is an attempt to influence individuals (interpersonal) by going through a communication process to achieve goals.

Yukl (2015) explains some of the characteristics that must be possessed to become an effective leader are:

1. Supervisory abilities or basic management functions, especially leadership and controlling the work of their subordinates. Have expertise in managing and mobilizing subordinates wisely in realizing organizational goals and knowing exactly when and to whom responsibility and authority are delegated.
2. Need for occupational achievement, work needs related to work results including trying to be responsible and wanting to be successful. Has intelligence in dealing with subordinates and is able to make subordinates feel at home, happy and satisfied at work.

3. Intelligence, intelligent including wise, logical thinking and quick to act (responsive). Having high enough intelligence to think, and looking for ways to solve any problems that arise in the right way, wise and contain completeness and conditions that allow it to be implemented.
4. Decisiveness, certainty or ability to make decisions, able to solve problems.
5. Self-assurance, confidence, certainty or self-esteem, talking about solving problems.
6. Initiative, the ability to act independently to develop skills, actions, and formulate new discoveries/breakthroughs.

Several studies on the effect of leadership style on employee job satisfaction were conducted by Saputra and Adnyani (2017); Saleem (2015). The results of the study show that leadership style influences employee job satisfaction. Then hypothesis can be made as follows:

H3: leadership style influences employee job satisfaction

H4: human resource development, organizational culture and leadership style influence employee job satisfaction.

From the hypothesis above then can be drawn the research framework as follows:

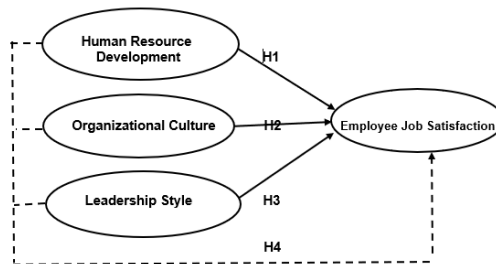


Figure 1. Research Framework

## II. METHODS

The population in this study were 67 workers at a muffler factory in Sidoarjo, east Java, Indonesia, made up the study's sample. The sampling method used total sampling, which means that 67 persons from the entire population were used as research samples. This is in line with Sugiyono's (2018) opinion, according to which every population with fewer than 100 members should be used as a research sample. There were 50 men and 17 women in the sample of 67 persons. A questionnaire with five response options—strongly disagree, disagree, reasonably agree, agree, and strongly agree—was used to collect data on the research issue. Despite the fact that multivariate linear regression is the method of data analysis utilized.

## III. RESULTS AND DISCUSSION

### A. Results and Discussion

The results of multiple linear regression analysis of the partial relationship between the independent variables consisting of human resource development, organizational culture and leadership style on the dependent variable in the form of job satisfaction can be explained in table 1 below:

*Table 1. Summary of Multiple Regression Analysis Results*

<i>Varibel Bebas</i>	<i>Coefficients<sup>a</sup></i>				<i>Sig</i>
	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
<i>(Constant)</i>	95.362	12.735231		7.251427	0.000
<i>Human resource Development</i>	0.695	0.143152	0.57392	4.16416	0.000
<i>Organizational Culture</i>	0.743	0.120635	0.66747	4.66094	0.000
<i>Leadership Style</i>	0.735	0.117046	0.92614	4.24716	0.000

Based on table 1.1 regarding the results of the t test above, it can be explained that the independent variables consisting of human resource development, organizational culture and leadership style partially have a significant influence on the dependent variable, employee job satisfaction because human resource development, organizational culture, and leadership style have a larger t-count than t-table, where the t-table is 1.99601. When detailed, it can be explained as follows:

1. Partially, the effect of human resource development on employee job satisfaction can be seen from the t value and the significance of the t that follows. Where the t value is 4.16416 with a significance t that follows of 0.000, which means that human resource development has a significant effect on employee job satisfaction. This can be seen from the significance value of 0.000 which is less than 0.05 (significance  $t < 0.05$ ).
2. The effect of organizational culture on employee job satisfaction can be seen from the t value and the significance of the t that follows it. Where the t value is 4.66094 with a significance t following of 0.000, which means that organizational culture (X2) has a partial effect on employee job satisfaction. This can be seen from the significance value of t of 0.000 which is less than 0.05 (significance of  $t < 0.05$ ).
3. The influence of leadership style on employee job satisfaction can be seen from the t value and the significance of the t that follows. Where the t value is 4.24716 with a significant t following of 0.000, which means that leadership style has a partial effect on employee job satisfaction. This can be seen from the significant t value of 0.000 which is less than 0.05 ( $t$  significance  $< 0.05$ ).

While the simultaneous influence of the variable human resource development, organizational culture and leadership style on employee job satisfaction can be seen from the following table:

*Table 2. ANOVA*

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig</i>
	571.379	3	184.315	31.872	0.000 <sup>a</sup>
<i>1</i>	80.329	64	3.674		
	651.708	67			

From table 2 above it can be concluded that simultaneously the influence of human resource development, organizational culture, and leadership style on employee job satisfaction can be seen from the magnitude of the F value and the significance of F. Where calculated F value of 31.872 and F Significance of 0.000, which

means simultaneously there is a significant influence of the three independent variables (human resource development, organizational culture, and leadership style) on employee job satisfaction. This can be seen from the Significance F value of 0.000 which is less than 0.05 (Significance F < 0.05).

#### IV. CONCLUSION

Based on the results of statistical hypothesis testing, the influence of human resource development on employee job satisfaction has a p-value of 0.000 which is smaller than 0.05 so that the hypothesis which states "human resource development influences employee job satisfaction" is accepted. Thus, it can be stated that the better the human resource development, the better the employee job satisfaction. On the other hand, if the human resource development is bad, then the employee job satisfaction will be worse. The implementation of the results of this study can be implemented in a Muffler Factory in Sidoarjo or other manufacturing companies. In increasing employee satisfaction, the company should always develop employees by providing training according to the demands of their work so that employees will feel that this company is very good for earning a living and self-development.

Based on the results of statistical hypothesis testing, the influence of organizational culture on employee job satisfaction has a p-value of 0.000 which is smaller than 0.05 so that the hypothesis which states "organizational culture influences employee job satisfaction" is accepted. Thus, it can be stated that the better the organizational culture, the better the employee job satisfaction. On the other hand, if the organizational culture is bad, then the employee job satisfaction will be worse. The implementation of the results of this study can be implemented in a Muffler Factory in Sidoarjo or other manufacturing companies. In increasing employee satisfaction, the company should keep organizational culture and try to make a new organizational culture that can motivate employee to increase his/her performance. In addition, organizational culture must be able to create a good work atmosphere. A good organizational culture is not only able to create employee job satisfaction but is also able to improve employee performance (Suyono et al. 2019).

Based on the results of statistical hypothesis testing, the influence of leadership style on employee job satisfaction has a p-value of 0.000 which is smaller than 0.05 so that the hypothesis which states " leadership style influences employee job satisfaction" is accepted. Thus, it can be stated that the better the leadership style, the better the employee job satisfaction. On the other hand, if the leadership style is bad, then the employee job satisfaction will be worse. The implementation of the results of this study can be implemented in a Muffler Factory in Sidoarjo or other manufacturing companies. In increasing employee satisfaction, company leaders must apply a leadership style that suits the characteristics of employees—whether the employee is a type X or type Y employee or an employee who needs more freedom—. In addition, the company leaders should also consider employee education, whether employee has a good education (higher education) or not. Manager or Leaders should also provide a good working atmosphere. This is in accordance with the opinion of Suyono (2017) who said that the individual nature of motivation requires managers to take an indirect approach, creating motivation through an organizational atmosphere that encourages employees to be more productive. Man is a creature who has a desire and rarely reaches a state of complete satisfaction except for a short time. If one's wishes have been fulfilled, the other will arise in place of the previous wish.

Based on the results of statistical tests, simultaneous tests show the influence of human resource development, organizational culture and leadership style on employee job satisfaction has a p-value of 0.000 which is smaller than 0.05 so that the hypothesis which states "human resource development, organizational culture and leadership style influence employee job satisfaction" is accepted. Thus, it can be stated that the better the human resource development, organizational culture and leadership style, the better the employee job satisfaction. On the other hand, if the human resource development, organizational culture and leadership style influence employee job satisfaction is bad, then the employee job satisfaction will be worse. In implementing the results of this research, companies must carry out employee development programs by providing training in accordance with work demands and future talent. The company must also create an organizational culture that complies with applicable laws and regulations and is also based on local policies. Furthermore, company leaders must apply a leadership style that is appropriate to the conditions and characteristics of employees, and must also be able to provide employees with a sense of security.

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