

Optimization of the Role of Job Satisfaction on the Effect of Leadership Effectiveness on Employee Performance

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Abstrak

This study aims to understand how job satisfaction can mediate between leadership effectiveness and employee performance. In this study, quantitative research methods were used. Data were collected with the help of questionnaires and a sample of 115 employees. Path analysis and descriptive analysis are the data analysis methods used. Research findings show that all variables have a positive effect can be seen from 1) leadership effectiveness has an impact on job satisfaction variables. 2) Leadership effectiveness has an impact ¹on employee performance. 3) Job satisfaction has an impact on employee performance. 4) The results of this study state that indirect influence is more potent than direct influence. Then job satisfaction is used as an intermediary between job placement variables and employee performance.

Keywords: leadership effectiveness, job satisfaction, Performance

Precedence

⁴According to Hasibuan (2018), human resource management is the science and art of managing labour relationships and roles to achieve employee, business, and community goals. Human resource management is evaluating human resource demands, gathering the expertise necessary to meet those demands, and optimizing the use of those resources through assignment and compensation. Human resources are one aspect of company resources. A company's capacity for survival appears to be heavily influenced by its workforce. Therefore, the level of work productivity becomes a measure of the success of a business. Increased work efficiency is positively correlated with increased business prosperity. There are many methods to increase productivity. One strategy is to increase leadership efficacy and incentivize employees to achieve job satisfaction. When employees experience job satisfaction and appreciation from their boss, they are likelier to maintain noteworthy productivity. Employees' continued productivity and effectiveness depend on their perception of being valued by the organization and their level of job satisfaction. (Sutianingsih & Yuliyana, 2023).

Pramesti (2021) defines effectiveness as a leadership trait that ensures a leader's ability to influence, instil motivation, and inspire individuals within an organizational environment. The leadership efficacy of a leader can be hampered by deficiencies in moral character and skills, despite having a high level of intelligence. Effective business operations, employee motivation, and overall organizational Performance require strong leadership. (Bus, Review, John, & Chattopadhyay, 2015). An effective leader must possess certain

qualities, including authority, character, behaviour, and flexibility. (Azizah et al., 2018). The degree of leadership effectiveness depends on the level of professionalism a leader demonstrates, taking into account the specific position and context of the organization in which they operate. In general, leaders are expected to comprehensively understand various managerial concepts related to organizational behaviour. This knowledge can help them effectively carry out the critical tasks of conceptualizing, fostering innovation, and building a cohesive workplace atmosphere. (Sujak, 2009). The degree of leadership effectiveness is a variable that influences job satisfaction and employee performance. Many scientific inquiries have examined the impact of managerial leadership on workforce efficiency.

Research conducted by Mutholib et al. (2021) The affirmation argues that leadership effectiveness significantly impacts employee performance. Additional investigations are conducted by Adistia & Verawati (2022). Empirical evidence supports the notion that leadership effectiveness significantly impacts employee performance. ¹⁵ In contrast to the research conducted by Yulisetyawati et al. (2018), The assertion argues that leadership efficacy does not affect employee output.

Job satisfaction refers to the affective state of employees in which they perceive their work as positive or negative. (Sunyoto, 2015). “*Job satisfaction is the favorableness or unfavorableness with employees view their work*”. (Mangkunegara, 2017). Job satisfaction in work ¹² is the positive attitude of the workforce towards its workforce, which arises based on an assessment of the work situation (Hamali, 2016). Many satisfaction researchers have conducted studies on the subject of employment. In an additional study by Nabawi (2019), Empirical evidence ¹³ shows that job satisfaction affects Performance. Rosmaini's previous investigation (2019) ¹⁴ Proved that job satisfaction has a positive and significant effect on employee performance.

Motivation and ability are two key factors that determine an individual's Performance. The successful execution of a task or job requires the necessary level of preparation and talent on the part of the individual. The effectiveness of one's willpower and skills depends on a comprehensive understanding of the task at hand and the appropriate methodology for carrying it out (Rivai, 2011). Motivation and ability are two key factors that determine an individual's Performance. The successful execution of a task or job requires the necessary level of preparation and talent on the part of the individual. The effectiveness of one's willpower and skills depends on a comprehensive understanding of the task at hand and the appropriate methodology for carrying it out (Moeheriono, 2017). Heriyanti (2007) states that human resources performance will be fulfilled if job satisfaction as an element affecting Performance can be created perfectly.

The object of this study is PD. BPR BKK Jakatingkir Sragen is the People's Credit Agency with 115 employees, from management staff to cleaners and security guards. High employee income targets, inadequate incentives, and ineffective communication between management and employees in PD hamper leadership's efforts to achieve company targets. BPR BKK Jakatingkir Sragen.

RESEARCH MODEL DEVELOPMENT

Leadership Effectiveness with Employee Job Satisfaction

Proficient leader will deliberately choose their leadership approach by considering various factors, including their superior's communication style, relationship with subordinates, and ability to solve problems. The idea of employee job satisfaction relates to the affective disposition of employees concerning their job and work-related conditions. There is a significant correlation between employees' assessment of their jobs in the context of their circumstances and their level of job satisfaction. This phenomenon can be attributed to the fact that positive evaluations can increase employee job satisfaction, whereas negative evaluations have the potential to reduce them. The leadership's capacity to offer pleasant working conditions impacts employee satisfaction. Astuti dan Iverizkingawati (2018) Previous research has shown that leadership effectiveness significantly impacts the level of satisfaction experienced by employees. Similarly, as observed in another study conducted by Hasibuan (2020), Regular speech shows a correlation between leadership and employee satisfaction.

H1: Leadership Effectiveness Has a Positive and significant effect on Job Satisfaction

The Relationship of Leadership Effectiveness with Employee Performance

The success of a leader depends on their level of professionalism in line with the roles they hold and the existence of their organization. Consequently, leaders must comprehensively understand various managerial aspects of organizational behaviour. This knowledge can support the leader's key responsibilities, including conceptual thinking, creativity, and harmonious organizational conditions. In addition, leaders must integrate aspects of structure, capabilities, and effectiveness to achieve optimal results. The influence of leadership efficacy on staff performance is significant. Previous research conducted by Mutholib et al. (2021) and Adistia & Vewawati (2022) argues that the impact of leadership on employee performance is significant. Research conducted by Yulisetyawati et al. (2018) The assertion argues that leadership effectiveness does not affect employee performance.

H2: Leadership effectiveness has a positive and significant effect on employee performance

Job Satisfaction with Employee Performance

The concept of job satisfaction concerns a person's subjective perception and evaluation of their job, which is influenced by the extent to which their expectations, needs, and desires are met. As per the findings of Luthans (2009), Individuals' sense of comfort and loyalty to their organization is influenced mainly by the level of job satisfaction they experience at work, aligned with their expectations. Previous research conducted by Sembiring & Tanjung (2021) Shows the correlation between job satisfaction and employee performance.

H3: Job Satisfaction has a positive and significant effect on Employee Performance

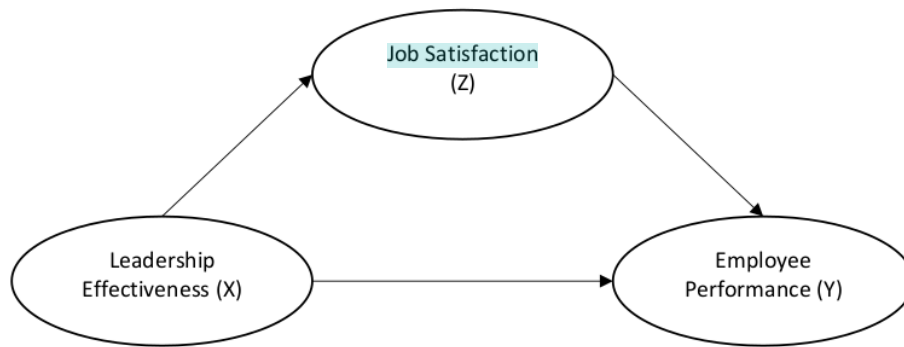


Figure 1. Frame of Mind

RESEARCH METHODS

The study sample amounted to 115 people who worked in PD BPR BKK Jakatingkir Sragen. This study used the census sampling technique, or saturated sampling, as Sugiyono (2012) described. This technique involves selecting all members of the population as samples.

Data Analysis

This study used a path analysis model using a multiple linear regression model approach.

RESULTS AND DISCUSSION

Validity and Reliability Testing

According to Ghozali (2011), the validity of an instrument to conduct factor analysis is determined by the KMO value and loading factor. In particular, KMO values greater than 0.5 and loading factors greater than 0.4 are considered necessary conditions for performing this type of analysis.

Table 1 Validity Test

Variabel	Nilai Validitas	Keterangan
Efektifitas Kepemimpinan	0,807	Valid
	0,773	Valid
	0,536	Valid
	0,850	Valid
	0,834	Valid
Kepuasan Kerja	0,797	Valid
	0,770	Valid
	0,840	Valid
	0,752	Valid
	0,811	Valid
Kinerja Karyawan	0,626	Valid
	0,782	Valid
	0,782	Valid
	0,715	Valid
	0,708	Valid

Table 1 shows that all question items relating to the research variable have values exceeding 0.05, indicating their suitability as indicators of the research variable.

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Table 2 Reliability Test

Variable	Alpha Cronbach's	Information
Leadership effectiveness	0,813	Reliable
Job satisfaction	0,853	
Employee performance	0,780	

Table 2 displays reliability test results showing that all variables have been considered reliable because all Alpha values exceed 0.60. The responses given by participants to the statement indicators can be utilized in current investigations.

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Multicollinearity Test

Table 3 Multicollinearity Test

Variable	Tolerance	VIF
Leadership effectiveness	0,377	2,650
Job satisfaction	0,377	2,650

The findings of the multicollinearity assessment presented in Table 3 reveal that the tolerance value of the independent variable exceeds 0.10, and the tolerance level indicates a tolerance below 0.10, thus indicating that there is no correlation between independent

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variables that can exceed 95%. This analysis concluded no multicollinearity among the independent variables in the regression model.

Heterokedasticity Test

Tabel 4 Uji Glejser

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.132	.669		.093
	Efektivitas Kepemimpinan	.079	.052	.230	.134
	Kepuasan Kerja	-.074	.051	-.222	.148

a. Dependent Variable: ABS

Table 4 displays the results of the Glejser test for heteroscedasticity. The results showed that the leadership effectiveness and job satisfaction variables had a significance value of 0.134 and 0.148, respectively, which exceeded the significance level of 5%. Thus it can be concluded that there is no heteroscedasticity in the independent variable.

Regression Analysis

Mediation Test I (Regression Analysis I)

Test this mediation model to examine the Effect of leadership effectiveness variables (X) on job satisfaction (Y). The results of the mediation analysis can be seen in Table 5.

Tabel 5 Mediation Test I (Analisis Regresi I)

Hubungan Variabel	Beta	t	sig	Keterangan
Efektivitas Kepemimpinan terhadap Kepuasan Kerja	0,789	13,653	0,000	Signifikan

The following formula can be derived according to the data presented in Table 4.

The job satisfaction rate is 0.789. The topic of discussion is leadership effectiveness.

The equation shows that the coefficients associated with leadership effectiveness have positive connotations.

1. The level of Leadership Effectiveness directly correlates with employee job satisfaction, suggesting that an increase in Leadership Effectiveness results in a corresponding increase in job satisfaction among employees in PD. BPR BKK Jakatingkir Sragen.

Mediation Test II (Regression Analysis II)

The purpose of this study was to test a mediation model that investigates the Effect of Leadership Effectiveness (X) and Job Satisfaction (Z) on Employee Performance (Y). Table 6 shows the results of mediation analysis 2. According to Table 6, it is possible to form a seller in the following ways.

Tabel 6 Uji Mediasi II

Hubungan Variabel	Beta	t	sig	Keterangan
Efektivitas Kepemimpinan terhadap Kepuasan Kerja	0,386	4,687	0,000	Signifikan
Kepuasan Kerja terhadap Kinerja Karyawan	0,506	6,150	0,000	

The equation presented shows that employee performance is a function of leadership effectiveness and job satisfaction. The coefficients for both variables are positive, indicating a positive correlation between those factors and employee performance. Leadership effectiveness is positively related to employee performance, showing that a lack of superior leadership results in suboptimal employee performance at PD BPR BKK Jakatingkir Sragen. The relationship between job satisfaction and employee performance suggests that increased job satisfaction is associated with improved employee performance in PD. BPR BKK Jakatingkir Sragen.

Coefficient of Determination Test

Tabel 7 Uji Koefisien Determinasi

Hubungan Variabel	Adjusted R Square	Std. Error of the Estimate
Efektivitas Kepemimpinan (X) terhadap Kepuasan Kerja (Y)	0,619	1,892
Efektivitas Kepemimpinan (X) dan Kepuasan Kerja (Z) terhadap Kinerja Karyawan	0,708	1,562

Table 7 shows that the leadership effectiveness variable accounted for 61.9% of the variance in the job satisfaction dependent variable, leaving 38.1% of the variance to be explained by external variables not included in the model. The study revealed that leadership effectiveness and satisfaction contributed significantly to employee performance, with a proportion of 70.8%. However, other variables outside the model explain 29.2% of the dependent variables.

Test F (Fit) Model

Tabel 8 Uji F (Fit) Model

Hubungan variabel	F-test	Sig
Efektivitas Kepemimpinan (X1) terhadap Kepuasan Kerja (Y)	186,410	0,000
Efektivitas Kepemimpinan (X1), Kepuasan Kerja (Z) terhadap Kinerja karyawan (Y)	340,761	0,000

Based on Table 8, leadership effectiveness impacts job satisfaction, evidenced by the ANOVA test results showing a statistically significant Fcalculate value of 186.410 with a significance level of 0.000 below the predetermined threshold of 0.05. The results showed that employee performance was influenced by leadership effectiveness and job satisfaction, evidenced by statistical analysis, which resulted in a Fcalculate value of 340,761 and a significance level of 0.000. Data analysis revealed a statistically significant correlation at the level of 0.05. The suitability of the model used in this study has been established.

Hypothesis Test Results

Testing the hypothesis using the t-test involves comparing the calculated t with the tablet at a 0.05 (5%) significance level. If the significance value (sig) is less than 0.05, then the hypothesis is accepted, while if the sig value exceeds 0.05, then the hypothesis is rejected. This t-test aims to establish and evaluate the impact of each independent variable on the dependent variable.

Table 9 Test the hypothesis

Hubungan	t Hitung	t Tabel	Sig
Leadership Effectiveness (X) to Job Satisfaction (Y)	13,653	1.658	0,000
Leadership Effectiveness (X) to employee performance (Y)	4,687	1.658	0,000
Job satisfaction (Z) to employee performance (Y)	6,150	1.658	0,000

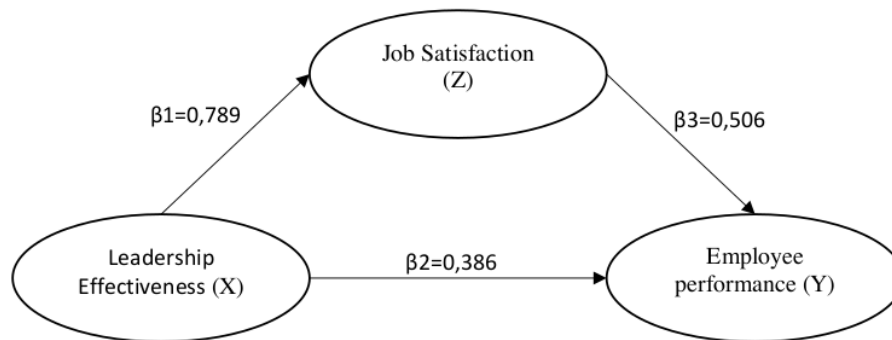
Statistical analysis shows that leadership effectiveness shows a t value of 13.653 and a significance value (sig) of 0.000, below the threshold of 0.05. These results show that leadership effectiveness is significant and beneficial in driving employee job satisfaction in PD. BPR BKK Jakatingkir Sragen. The findings of this study are consistent with previous scientific research conducted. (Astuti & Iverizkinawati, 2018) And Hasibuan (2020) Proves that leadership effectiveness affects job satisfaction.

The statistical analysis showed that leadership effectiveness showed a t value of 4.687 and a significant value (sig) of 0.000, below the threshold of 0.05. This shows that leadership effectiveness has a significant and beneficial influence on employee performance. Mutholib et al. (2021) Affirm that leadership effectiveness significantly impacts employee performance. Additional investigations are conducted by Adistia & Verawati (2022). Empirical evidence shows that leadership effectiveness has a significant impact on employee performance. In contrast to the research conducted by Yulisetyawati et al. (2018), leadership effectiveness has no effect on employee performance.

The calculated t-value of 6.150 and the significant value (sig) of 0.000 are smaller than the set threshold of 0.05. The findings show that the work exerts a statistically significant and positive impact on employee performance in PD. BPR BKK Jakatingkir Sragen. The results of this study align with research conducted by Sembiring & Tanjung, (2021) and prove that job satisfaction influences employee performance.

2 Path Analysis (Direct and Indirect Influences)

The Effect of leadership effectiveness on employee performance by mediating job satisfaction and mediation testing in this study is described in Figure 2.

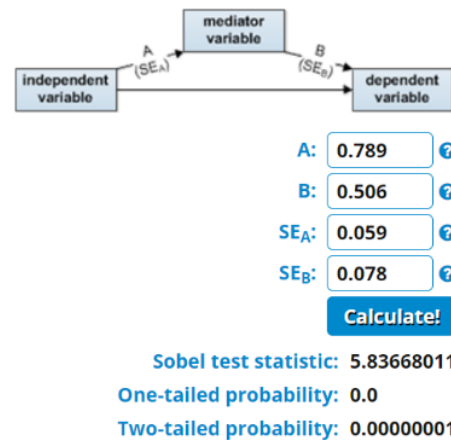


The findings presented in Figure 2 show that leadership effectiveness significantly influences employee performance, with a calculated effect size of 0.386. In addition, the indirect Effect of leadership effectiveness on employee performance through job satisfaction was estimated at 0.785, which comes from the multiplication of the coefficients 0.789 and 0.506, then added 0.385. Therefore, the Effect of total leadership effectiveness on employee performance is the sum of the direct and indirect influences of 0.789.

The mediation analysis results showed a value of 0.399, according to the calculation above. This implies that mediating factors are more important in determining employee performance than leadership effectiveness's direct impact. This shows that job satisfaction mediates in strengthening the correlation between leadership efficacy and employee performance metrics at PD. BPR BKK Jakatingkir Sragen.

² Sobel Test The Effect of Leadership Effectiveness on Employee Performance by Mediating Job Satisfaction

The Sobel test was used to explore the significance of ¹⁷ the mediating Effect of job satisfaction in the relationship between leadership efficacy and employee performance. The following section presents the results obtained from the calculation of the Sobel test.



The analysis yielded a t-value of 5.837. ¹³ When compared with the t-table value of 1.658, it turns out that the t-count value is greater than the t-table value (5.837 > 1.668). ¹⁹ The results showed that leadership effectiveness indirectly influences employee performance through job satisfaction, thus making job satisfaction a mediating variable.

RESULTS AND DISCUSSION

This study seeks to reveal how leadership effectiveness and job satisfaction affect employee performance in PD. BPR BKK Jaka Tingkir Sragen. The results described above can be seen as follows:

¹¹ The Effect of leadership effectiveness on job satisfaction

Based on the research results on the leadership effectiveness variables that affect job satisfaction in PD. BPR BKK Jaka Tingkir Sragen with a significant t-test value smaller than 0.05 or 0.000 of the significant value. This study shows that job satisfaction is related to leadership effectiveness. ⁷ The results of the study are in line with Hasibuan (2020), which shows that the variable of leadership effectiveness on job satisfaction has a positive and significant effect because this research can be used to support the results of this study.

⁸ The Effect of leadership effectiveness on employee performance

Based on the results of research on the variables of leadership effectiveness affect employee performance in PD. BPR BKK Jaka Tingkir Sragen with a significant t-test value

smaller than 0.05 or 0.000 of the significant value. This study shows that improving employee performance is related to leadership effectiveness. The results in the study are in line with those (of Mutholib et al., 2021) and (Adistia & Verawati, 2022), Which also show that the variable of leadership effectiveness on employee performance has a positive and significant effect because this research can be used to support the results of this study.

The Effect of job satisfaction on employee performance

Based on the research results, the job satisfaction variable affects employees' Performance in PD. BPR BKK Jaka Tingkir Sragen with a significant t-test value smaller than 0.05 or 0.000 of the significant value. This study shows that improving employee performance is associated with job satisfaction. The study results align with those (Syahputra & Jufrizen, 2019), which shows that the variable of job satisfaction on employee performance has a positive and significant effect because this research can be used to support the results this study.

The Effect of leadership effectiveness on Performance through job satisfaction

Based on the indirect Effect of leadership effectiveness on employee performance through job satisfaction is estimated at 0.785, which comes from the multiplication of the coefficients 0.789 and 0.506, then added 0.385. The Sobel test produces a t-value of 5.837. When compared with the t-table value of 1.658, it turns out that the t-count value is greater than the t-table value (5.837 > 1.668). The results showed that leadership effectiveness indirectly influences employee performance through job satisfaction, thus making job satisfaction a mediating variable.

Conclusion

Based on data obtained in research on the Effect of Leadership Effectiveness on Employee Performance, Job Satisfaction is an Intervening Variable in PD Employees. BPR BKK Jaka Tingkir Sragen. The study involved 115 employees as respondents, and subsequent analysis yielded the following results: Leadership efficacy has a constructive and essential impact on employee productivity. Leadership effectiveness is statistically significant and positively impacts the level of job satisfaction experienced by individuals. Leadership efficacy has a constructive and essential impact on employee output through job satisfaction. The findings of this study show that the indirect influence on employee performance is greater than the direct influence, as evidenced by the results of path analysis and Sobel tests conducted.

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