



The Influence of Work Ethic, Leadership, And Job Satisfaction on The Performance of Grab Employees in The Surabaya Region

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Abstract:

Human resources are the most important part of the company's existence and sustainable development. However, researchers discovered the fact that the era of digitalization has become very dominant, and has had an impact on the role of humans being replaced by robots. However, the role of humans in transportation service companies such as Grab in Surabaya has proven to be irreplaceable. This research focuses on measuring the influence of work ethic, leadership, and job satisfaction on employee performance. This research revealed the fact that these three components are interrelated and are a focus that the company should understand. This research will focus on the measurement and impact of the three components on the company's overall performance.

Keywords: Ethics; Leadership; Satisfaction; Employees; Performance

Introduction

The progress and decline of an agency or company cannot be separated from the ability of the HR (Human Resources) within it to run and manage the company itself. Along with the progress of the times and the rapid development of technology, this indirectly requires employees or HR (Human Resources) in companies to continue to learn and keep up with developments, skills, and skills. By mastering sufficient knowledge, skills, and skills, the company will be able to continue to be active and develop with the times. The ability of managers or leaders to manage existing resources properly and correctly also plays an important role. Human resource management is crucial to a business because it emphasises the role of individuals in achieving optimal objectives. These arrangements comprise the following:



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procuring, directing, controlling, developing, compensating, integrating, maintaining, disciplining, and terminating personnel in support of the organization's, employees', and society's objectives. Human resource management organises human labour to achieve organisational objectives and ensure employee and community satisfaction ([Hasibuan, 2012](#)). Optimal human resource management will significantly enhance the efficacy of a business or organisation

Performance is a critical component due to its demonstrated significance in yielding benefits. An institution expects employees to diligently apply themselves in accordance with their capabilities in order to attain commendable performance. In the absence of satisfactory performance from every employee, it will be challenging to accomplish the objectives of the organisation. successfully completed. Performance comprises mental dispositions and conduct that are consistently guided by the expectation that the present work must surpass the quality of previous work. An employee's sense of pride and contentment will be derived from the accomplishments he has contributed to the organisation through his performance. A state of favourable performance is highly sought after within an organisation. An employee will attain satisfactory work performance when both the quality and quantity of his work align with established standards.

It is commonly asserted that the success of individuals, groups, institutions, and the nation as a whole in attaining its objectives is significantly influenced by work ethic. The efficacy of public administration is further impacted by the diligent effort exhibited by public officials in carrying out their responsibilities to address community requirements. A work ethic is the most important factor in accomplishing tasks in order to develop intellectual and personal excellence, which leads to outstanding work and performance. Undoubtedly, this exceptional quality is the result of an individual who has strived for perfection. The capacity to value one's own efforts is critical in the pursuit of excellence. In essence, the act of performing a task constitutes the execution of a service procedure. Working in a service-oriented manner necessitates transcendental capabilities that extend beyond the confines of human motion. All of this is evident and expressed in the work ethic.

Active communication is essential between leaders and their employees. The attitude of the leader will have a decisive impact on the progress of every employee in the organisation, and the successful completion of those advancements will ultimately determine employee work productivity. The leader's abilities to foster team development are critical to the organization's success.

Perception, attitude, personality, motivation, job satisfaction, and workplace stress are examples of psychological variables that comprise the second factor affecting performance. In contrast, organisational factors comprise leadership, compensation, conflict,

power, organisational structure, job design, and organisational and career design; they constitute the third factor. As stated by [Colquitt, Lepine, and Wesson \(2015\)](#), performance can be defined as the worth of an assortment of employee actions that, in various ways, contribute to the achievement of organisational objectives, be they positive or negative. Opinion [\(Wibowo, 2016\)](#) defines performance as a means of ensuring that specific employees or teams are cognizant of their responsibilities and maintain their concentration on achieving optimal results through the use of objectives, metrics, and evaluations. In the meantime, motivation, competence, leadership, and the work environment are elements that can impact performance, per [\(Anung Pramudyo 2010\)](#). A similar viewpoint was expressed by [Sri Wahyuni \(2013\)](#), who outlined several determinants of performance: work ethic, motivation, capability, work environment, discipline, job satisfaction, leadership, and personality.

Job satisfaction is identified as the third factor. The impact of job satisfaction on performance is significant, given that individuals dedicate the majority of their time to their work. Job satisfaction is a general attitude towards one's work defined by [Robbins \(1996\)](#) as the discrepancy between the amount of compensation an employee receives and the amount he believes he ought to receive. Job satisfaction, according to [\(Mulyasa 2006\)](#), is a vital component of the psyche and conduct. This evidence supports the notion that the level of satisfaction among employees has a significant impact on their behaviour. When an employee experiences job satisfaction, he will complete his tasks to the best of his ability. Human resource management places a premium on employee job satisfaction due to the direct or indirect impact it has on employee performance. Job fulfilment is frequently demonstrated by employees through their fondness for the tasks at hand and the degree of pleasure they derive from performing them. Broadly speaking, job satisfaction can be defined as an atmosphere of contentment and positive interpersonal connections among colleagues [\(Bakotic, 2013: 52\)](#).

Grab is a Singapore-based application service provider for transportation [\(Permana, Aknuranda, and Rokhmawati, 2018\)](#). Grab is a transportation service company that operates on a mobile platform to enhance consumer convenience and promote the well-being of labourers across diverse informal sectors in Indonesia. Grab provides additional services in addition to transportation, including meal delivery, payments, and hotel room reservations. The Grab application is the sole provider, as the vehicles utilised are those possessed by partners who have opted to join PT Grab Indonesia. Enhanced information technology has the potential to assist individuals in accessing comfortable transportation via smartphone screens, even if they are too slothful to utilise private vehicles. It is well-established, from interviews conducted in the field with a number of online chauffeurs, that there is a discrepancy between their actual experiences and their anticipated outcomes. The findings

derived from the interviews conducted by the researchers indicate that the driver's performance falls short of the standards established by PT. The decline in driver performance at Grab Indonesia can be attributed to a number of underlying issues, including drivers' discontent with the provision of uncertain incentives, drivers' lack of work ethic, and the absence of service-oriented, strong leadership at the Grab Indonesia Company to support the performance of Grab Indonesia employees.

The relationship between compensation and leadership style and employee job satisfaction was found to be positive and statistically significant (Rustilah 2018). A dearth of job satisfaction will lead to a reduction in the performance of employees. An additional factor that significantly impacts performance is the work ethic exhibited by personnel. A consistent development of work ethic within an employee motivates him or her to abide by established policies and decisions ([Lateiner in Amriany et al., 2004](#)). According to research from ([Nugroho 2019](#)), the percentage of grab driver partners with a low work ethic is 9.1%, the percentage of grab driver partners with a medium work ethic is 74.9%, and the percentage of grab driver partners with a high work ethic is 16.0%. With a proportion of 74.9%, it can be concluded that the majority of individuals possess a moderate work ethic.

Methods

The focal point of this investigation is Grab, whereas the participants are Grab staff members employed at one of the Surabaya-area branches. The researcher opted for Surabaya as the coverage area due to its relevance to the data collection procedure that was conducted. Surabaya is a hub for economic and commercial entities, which facilitates a significant degree of mobility and sustains an expanding population.

A population refers to a broad category of research subjects or objects that share specific qualities and quantities. These attributes and quantities are utilised by researchers to investigate and subsequently derive conclusions about the population ([Sugiyono, 2016, p. 80](#)). These specific characteristics and quantities will subsequently be identified for investigation, after which conclusions will be deduced. The population of this survey comprised employees of a Grab Company branch located in the Surabaya area, as per the research objectives.

The methodology employed to select samples for this study is purposive sampling, a form of non-probability sampling. Purposive sampling, as defined by Sugiyono (2013, p. 38), is a method utilised to select research samples in a deliberate manner, with the intention of obtaining data that is more representative. The rationale behind the researchers' selection of this methodology was to acquire criteria that satisfied the research's objectives. The investigation necessitates Grab personnel who have accumulated a minimum of six months

of work experience in the Surabaya region. Based on the researcher's determination, the study incorporated the following independent variables (X): work ethic (X1), leadership (X2), and job satisfaction (X3). The dependent variable (Y) utilised in this study pertains to employee performance.

Results

Validity and Reliability Test Results

Anthony Tan and Hooi Ling Tan, both Malaysian nationals, established Grab after recognising the detrimental effects of the era's inefficient transportation system. Additionally, they conceived of a transportation ordering application, specialising in limousines; this concept propelled them to the final round of the 2011 Business Plan Contest hosted by Harvard Business School. Grab, the preeminent transport application in Southeast Asia, has established a presence in Malaysia, Thailand, Vietnam, Singapore, Indonesia, the Philippines, and more than 10 million passengers and 185,000 drivers across the region. The objective of grab services is to offer passengers and chauffeurs an alternative mode of transportation that prioritises punctuality, security, and reliability. Since its inception in Indonesia in June 2012 as a taxi-ordering application, Grab has expanded to offer a variety of modes of transportation, including motorcycle taxis and automobiles. Grab disclosed its business developments on July 14, 2016. During the first semester of 2016, GrabCar and GrabBike services experienced phenomenal growth, particularly in Indonesia, following the company's January rebranding as the most comprehensive vehicle ordering service provider platform. The following were business developments accomplished during the initial semester of 2016:

- a. Grabbike and Grabcar in Indonesia have experienced a growth rate exceeding 250 times since mid-2015. A significant portion of Grab's operations is devoted to online motorcycle taxis and private car rental services, in addition to taxi booking and courier services.
- b. Grab's robust data analytics and machine learning capabilities have been a major growth driver and have facilitated enormous efficiencies over time. Illustratively, Grabbike services in Indonesia experienced a 300 percent year-to-date growth in 2016 despite a 50 percent reduction in subsidies per completed travel; this demonstrates the substantial level of user engagement and participation with Grab's multi-service platform. In Indonesia, over one-fourth of monthly active Grab consumers utilise multiple Grab services
- c. Grab has established Indonesia as its most significant market in terms of the total number of completed journeys across all platforms. Grab concentrates its operations in Jakarta, a metropolitan area accommodating over 30 million inhabitants. Within this city, Grab offers motorbike taxi services, private vehicle rental, and the ability to place online taxi orders.
- d. Grab additionally devises to extend its multi-service platform to over eight megacities beyond Jakarta, which collectively accommodate a staggering 38 million inhabitants. Indonesia ranks as the fourth most populous nation globally, boasting a substantial population exceeding 250 million individuals. With over 17 million devices and 320,000 drivers covering 30 cities in Singapore, Indonesia, the Philippines, Malaysia, Thailand, and Vietnam, Grab provides the most extensive selection of ride-hailing services in the majority of Southeast Asian markets ([Grab Indonesia, 2016](#)).

In this study, the validity test of measuring instruments is employed to demonstrate

the degree to which a given instrument is capable of accurately quantifying the intended attribute. The interpretation of test validity pertains to the reliability and accuracy of the measurement outcomes derived from the testing instrument (Azwar, 2011: 44). A correlation analysis was performed to assess the validity of the research by examining the relationship between the scores of each statement item (indicator) and the overall score of the construct or variable (Ghozali, 2018: 51). The findings obtained from the analysis of research data utilising the SPSS 25.0 for Windows software are as follows:

Table 1. Measuring Instrument Validity Test Results

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
P1	162,1000	232,507	,834	,960
P2	162,1667	231,040	,753	,960
P3	162,2000	230,441	,886	,959
P4	162,2333	235,564	,635	,961
P5	162,2000	242,028	,525	,961
P6	162,2000	233,959	,692	,960
P7	162,0667	234,478	,691	,960
P8	162,1667	241,178	,428	,962
P9	162,1333	236,257	,641	,961
P10	162,2000	236,166	,727	,960
P11	162,4333	235,151	,577	,961
P12	162,3333	237,195	,477	,962
P13	162,0333	234,309	,756	,960
P14	162,2667	236,754	,494	,961
P15	162,0667	235,306	,585	,961
P16	162,2000	233,545	,566	,961
P17	162,2000	232,924	,635	,961
P18	162,1333	236,533	,510	,961
P19	162,0667	233,995	,718	,960
P20	162,2667	238,202	,589	,961
P21	162,0667	234,133	,797	,960
P22	162,3333	236,299	,522	,961
P23	162,0333	233,206	,739	,960
P24	162,2000	231,131	,673	,961
P25	162,2667	234,409	,611	,961
P26	162,1667	232,626	,556	,961
P27	162,1667	235,523	,497	,962
P28	162,1667	235,592	,638	,961
P29	162,0667	234,478	,691	,960
P30	162,1667	241,178	,428	,962
P31	162,1333	236,257	,641	,961
P32	162,2000	236,166	,727	,960
P33	162,4333	235,151	,577	,961
P34	162,1667	238,902	,450	,962
P35	162,1667	235,937	,618	,961
P36	162,1333	237,292	,518	,961
P37	162,0000	237,793	,527	,961
P38	162,1333	235,982	,590	,961
P39	162,0667	239,582	,456	,962
P40	162,2000	236,166	,727	,960
P41	162,4000	236,869	,465	,962

The validity test analysis indicates that all statement items are valid, as each statement item's r-count exceeds the critical r-value from the table (0.361). As a result, 41 legitimate statements were deemed suitable for research purposes. The outcomes of assessing the dependability of research data processed with SPSS 25.0 for Windows are as follows: Following this is the reliability test. In order to ascertain the degree of confidence that can be placed in the outcomes of a measurement, reliability tests are conducted to determine whether or not multiple measurements on the same cohort of subjects yield comparatively consistent results (Azwar, 2011: 4). Typically, a reliability coefficient below 0.6 is deemed unsatisfactory, while a value between 0.7 and 0.8 is deemed satisfactory, and above 0.8 is regarded as excellent (Sekaran, 2006: 182). The determination of the reliability coefficient for this investigation was conducted utilising an internal consistency methodology. The calculation of consistency was performed utilising the Cronbach's Alpha formula. Cronbach's Alpha is a reliability coefficient that indicates the strength of the positive correlation between items in a set (Sekaran, 2006:177). The outcomes of assessing the dependability of research data processed with SPSS 25.0 for Windows are as follows:

Table 2. Measuring Instrument Reliability Test Results

<i>Cronbach's Alpha</i>	N of Items
,962	41

The findings of the reliability assessment indicate that the Cronbach's Alpha coefficient is 0.962, suggesting a high degree of reliability

Whether or not the dependent variable, independent variable, or both follow a normal distribution in the regression model. When the data are normally distributed, i.e., when they are dispersed around the diagonal line and aligned with its direction, the regression model is deemed satisfactory (Santoso, 2000). The findings of the conducted normality test present the subsequent depiction:

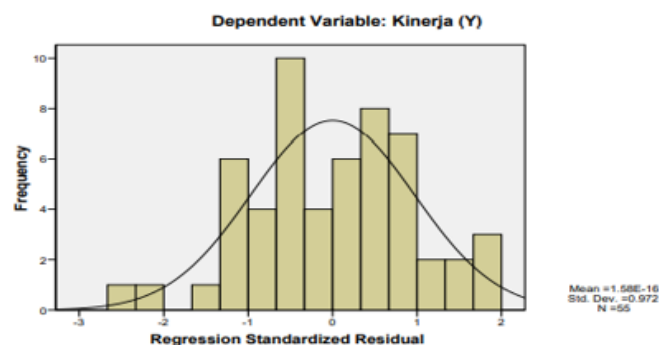


Figure 1. Results of the Normality Test of the Histrogram approach

The histogram lines in the data normality test indicate that the regression model employed possesses a normal distribution, as they do not exhibit any leftward or rightward deviation. Consequently, the data appears to be normally distributed. There is a significant and positive partial relationship between the work ethic variable and employee performance. It can be demonstrated from these results that employee performance at PT. Grab Surabaya is influenced by work ethic. According to [\(Tasmara 2002\)](#), an employee's work ethic encompasses their entire personality, including their expressions, views, beliefs, and interpretations of significance. This inspires them to perform optimal deeds and contributes to the harmonious interweaving of the patterns of relationships among humans and among themselves and other living things. Each supervisor and employee within an organisation ought to possess a strong work ethic. This necessitates diligent effort and unwavering dedication from each staff member; failing to do so will impede the organization's progress and hinder its ability to surpass competitors in its pursuit of market share

According to research findings, leadership at PT. Niaga Nusa Abadi Makassar must be improved further in order to maximise employee performance and ensure the achievement of the organization's objectives. The findings presented here are corroborated by a study titled "The influence of leadership, motivation, and job satisfaction on employee performance at PT. Jasamarga Bali Tol in Denpasar" [\(Ginatra 2016\)](#). The research indicates that leadership has a statistically significant and positive impact on employee performance

The aforementioned findings are corroborated by [Purwanti \(2015\)](#), who argues that leadership is among the elements that can facilitate performance enhancement. The leader's growing leadership qualities will significantly contribute to the enhancement of Prima Srandakan store employees' performance. Leaders of Prima Srandakan shops should therefore be capable of fostering a positive environment and enhancing their own leadership skills in order to boost the performance of their employees. Given the substantial impact that leadership has on an organisation, it is imperative that it safeguards and treats all employees fairly, as the performance of the company directly affects the manner in which a leader or manager cultivates positive relationships with staff.

At PT. Niaga Nusa Abadi Makassar, employee performance is bolstered by job satisfaction. The findings presented here are corroborated by a study titled "The impact of leadership, motivation, and job satisfaction on employee performance in the outpatient unit at Dr. Sanders B Hospital, North Cikarang, Jakarta" [\(Kartawiguna 2015\)](#). In instances where this is the case, employee performance is substantially impacted by employment satisfaction.

The findings presented here are corroborated by Prabu (2012), who defines job satisfaction as an employee's subjective evaluation of the positive or negative aspects of their employment. This is evident in the labourers' optimistic disposition towards their work and surroundings. Conversely, negative attitudes towards work will manifest in various ways among dissatisfied employees. Put simply, job satisfaction refers to an individual's emotional state of being either content or discontent with the outcomes achieved in relation to their initial expectations.

Conclusion

Numerous conclusions can be drawn from the research findings that were acquired in response to the problem formulation that was proposed. Several conclusions can be deduced, including:

- a. One notable and favourable consequence of work ethic is its impact on job satisfaction. This is inextricably linked to the fact that an individual who has been chosen to work for Grab undoubtedly possesses a great deal of diligence and zeal for their profession, given the intense competition in the transportation industry.
- b. Job satisfaction is significantly and positively impacted by leadership. According to research response data, there appears to be a positive correlation between leadership qualities and job satisfaction among personnel. Nevertheless, field observations and informal interviews indicate that there are still personnel who perceive a lack of effective leadership and consequently experience diminished levels of job satisfaction.
- c. One notable and favourable consequence of job satisfaction is its impact on individual performance. Observations in the field indicate that the majority of personnel under surveillance are highly motivated and committed to their jobs, and have been demonstrated to be capable of performing their primary responsibilities in a thorough and effective manner.
- d. One notable and favourable consequence of work ethic is its influence on individual performance. Personnel who are monitored and have a high degree of self-efficacy and 'resilience' demonstrate an aptitude for accepting and successfully completing difficult tasks, according to the findings of interviews with superiors.
- e. It was determined that the indirect effect of work ethic on individual performance via job satisfaction was not significant. This finding indicates that Grab employees in the Surabaya region are capable of accomplishing the majority of their daily responsibilities using only the psychological capital at their disposal. Consequently, their level of enthusiasm, commitment, and work immersion does not significantly impact the work completion process.
- f. It was determined that the impact of leadership on individual performance, whether it be directly or indirectly via employment satisfaction, was negligible. This indicates that despite having low job satisfaction and a lack of leadership, Grab employees in the Surabaya region are capable of performing routine tasks competently. Similarly, employees who exhibit elevated levels of leadership and job satisfaction are unquestionably more proficient at accomplishing tasks successfully.

Suggestion

The author has conducted this research to the best of their ability; however, it is important to acknowledge that it still contains numerous defects and deficiencies. The author recommends the following for additional research:

- a. relatively small number of research samples were utilised for this study, notwithstanding its adherence to theoretical standards. This is because of the conditions at the research site, which involve a high degree of staff mobility, which hinders the collection of a substantial sample size. It is therefore anticipated that future investigations employing the same variables as this one will utilise a more substantial sample size
- b. The utilisation of measuring instruments in this investigation is entirely consistent with the research context and concept. On the contrary, respondents often perceive the statement items on this measuring instrument as faking excellent, which refers to the act of pretending to be better than one actually is. This necessitates testing and examination of statements in greater depth so as to produce more precise results.
- c. The findings of this study are still deemed to be overly simplistic; therefore, further analysis and a more comprehensive discourse are required to derive more comprehensive conclusions.

The conducted research yields a number of findings that may serve as valuable information and food for thought for Grab personnel in the Surabaya region. This data can be utilised to address concerns pertaining to the work ethic, leadership qualities, job satisfaction, and individual performance of Grab personnel in the vicinity of Surabaya. It is possible to offer the following guidance to Grab personnel in the Surabaya region:

- a. The research findings demonstrating that leadership and work ethic have a positive and statistically significant impact on job satisfaction are sufficient to demonstrate the criticality of initiatives to enhance the leadership and work ethic of Grab employees in the Surabaya region. Efforts to enhance these two variables may be achieved through the implementation of psychological well-being training programmes for Grab employees in the Surabaya region. There is an expectation that this training will ultimately enhance their perception of organisational support and contribute to an improvement in their work ethic.
- b. The research findings, which indicate that individual performance is positively and significantly impacted by job satisfaction, also underscore the significance of initiatives aimed at sustaining and enhancing job satisfaction among Grab staff in the

Surabaya region.

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