International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)

International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS Journal) | ISSN (e): 2808-4713
Volume 6 No. 6 (2026)

MOTIVATION, INTERPERSONAL COMMUNICATION, AND TRANSFORMATIONAL LEADERSHIP EFFECTS ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION IN A SUBDISTRICT OFFICE, EAST KUTAI REGENCY

Nazaruddin[1]*, Titin Ruliana[2], Andi Indrawati[3]
[1] Master of Management Program, Universitas 17 Agustus 1945 Samarinda, Samarinda, Indonesia
[2] Master of Management Program, Universitas 17 Agustus 1945 Samarinda, Samarinda, Indonesia
[3] Master of Management Program, Universitas 17 Agustus 1945 Samarinda, Samarinda, Indonesia

Received: 04//10/2026 | **Revised:** 11/10/2026 | **Accepted:** 30/10/2026 | **Published:**06/11/2026

Abstract

This study examines the effects of intrinsic motivation, extrinsic motivation, interpersonal communication, and transformational leadership on job satisfaction and employee performance at the Kombeng Subdistrict Office, East Kutai Regency, Indonesia. A quantitative design was applied to all 53 employees (census) using a five-point Likert questionnaire, and the data were analyzed with partial least squares structural equation modeling (PLS-SEM). All indicators showed loadings above 0.70, average variance extracted above 0.50, and reliability above 0.70. The results show that all four independent variables positively and significantly affect job satisfaction, with interpersonal communication being the strongest ($\hat{I}^2 = 0.663$). Intrinsic motivation, interpersonal communication, and job satisfaction significantly affect employee performance, whereas extrinsic motivation and transformational leadership have positive but non-significant direct effects. Job satisfaction partially mediates the effects of intrinsic motivation and interpersonal communication and fully mediates the effects of extrinsic motivation and transformational leadership. The model explains 80.2% of the variance in job satisfaction and 88.2% in employee performance. The findings suggest that public organizations should strengthen communication and leadership practices and link rewards to performance to improve performance through job satisfaction.

Keywords: Employee performance, Interpersonal communication, Job satisfaction, Motivation, Transformational leadership

INTRODUCTION

Human resources are the most important asset of an organization, including public sector organizations, because the quality of public services depends heavily on employee performance (Hasibuan, 2019). Performance does not arise on its own. It is shaped by factors within the employee, by the work environment, and by the way the organization manages working relationships. Among these factors, motivation, communication, and leadership are widely discussed as determinants of performance, while job satisfaction is often positioned as the variable that carries their influence to performance. A subdistrict office is a regional government unit that deals directly with the public. The Kombeng Subdistrict Office in East Kutai Regency, Indonesia, carries out part of the governmental affairs delegated by the regent, including governance coordination, administrative services, and village administration supervision. Its employees consist of civil servants (PNS), government employees with work agreements (PPPK), and Civil Service Police Unit (Satpol PP) personnel, who differ in status, authority, and length of service. This diversity requires appropriate management of motivation, communication, and leadership so that employees feel satisfied and can perform optimally.

Previous findings are not consistent. Some studies report that intrinsic and extrinsic motivation significantly affect performance (Depitra & Soegoto, 2018; Efendi et al., 2022; Prasetyo, 2021), whereas Sulistyowati et al. (2017) found that extrinsic motivation affects performance only through job satisfaction. For interpersonal communication, Usman (2013) and Manda et al. (2026) found a significant effect on performance, but Dendhana et al. (2023) did not. For transformational leadership, Yani et al. (2021) and Saragi and Adnyana (2025) found a significant effect, while

Rizanatulmahyani et al. (2023) and Wen et al. (2024) found no significant direct effect. These inconsistencies suggest that the mediating role of job satisfaction needs to be tested in specific contexts.

Hidayat et al. (2020) examined the effects of intrinsic motivation, interpersonal communication, and transformational leadership on job satisfaction and performance at a Ministry of Religious Affairs office. This study extends that model by adding extrinsic motivation as a fourth independent variable, testing all direct and indirect paths simultaneously with PLS-SEM, and applying the model to a subdistrict office in East Kutai Regency, a setting that has received little attention. The objectives are to analyze (1) the effects of intrinsic motivation, extrinsic motivation, interpersonal communication, and transformational leadership on job satisfaction; (2) the effects of these variables and job satisfaction on employee performance; and (3) the mediating role of job satisfaction.

LITERATURE REVIEW

Intrinsic motivation is the drive that comes from within the employee, such as the desire to achieve, a sense of responsibility, interest in the work, and the wish to develop a career. Extrinsic motivation is the drive from outside the employee, such as promotion opportunities, job security, organizational policy, supervision, and working relationships. This distinction follows Herzberg's two-factor theory, which separates motivators from hygiene factors (Luthans, 2011). Interpersonal communication is the exchange of messages between individuals characterized by openness, empathy, supportiveness, positiveness, and equality. Transformational leadership changes followers' attitudes and behavior through idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation. Job satisfaction is an employee's positive feeling about the work, measured here through satisfaction with the leader, the work itself, pay, promotion opportunities, and coworkers. Employee performance is the work result achieved, measured through quality, quantity, timeliness and efficiency, and teamwork.

Intrinsic motivation has been shown to raise job satisfaction (Tristianto, 2021; Widyaputra & Dewi, 2018; Yuniarni et al., 2024), as has extrinsic motivation (Efendi et al., 2022; Sulistyowati et al., 2017). Interpersonal communication affects job satisfaction (Ardianto et al., 2025), and so does transformational leadership (Ardianto et al., 2025; Qoim et al., 2023). Accordingly, H1 to H4 state that intrinsic motivation (H1), extrinsic motivation (H2), interpersonal communication (H3), and transformational leadership (H4) significantly affect job satisfaction. Direct effects on performance are tested in H5 to H8: intrinsic motivation (H5), extrinsic motivation (H6), interpersonal communication (H7), and transformational leadership (H8) significantly affect employee performance. Job satisfaction is expected to affect performance significantly (H9), as found by Paparang et al. (2021), Prasetyo (2021), and Tristianto (2021). Because job satisfaction is positioned as a mediator, H10 to H13 state that it mediates the effects of intrinsic motivation (H10), extrinsic motivation (H11), interpersonal communication (H12), and transformational leadership (H13) on employee performance.

METHOD

This study used a quantitative approach with descriptive and verificative aims (Sugiyono, 2020). It was conducted at the Kombeng Subdistrict Office, East Kutai Regency. The population was all 53 employees (28 PNS, 18 PPPK, and 7 Satpol PP personnel). A saturated sampling technique (census) was used, so all employees became respondents and 53 questionnaires were analyzed. Primary data were collected through a closed questionnaire with a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). All items were worded positively, so no item was reverse-scored. The instrument contained 84 items for six variables: intrinsic motivation (X1, 15 items; achievement, recognition by superiors, the work itself, responsibility, career development), extrinsic motivation (X2, 15 items; promotion opportunity, job security, organizational policy, supervision quality, relationships with coworkers and superiors), interpersonal communication (X3, 15 items; openness, empathy, supportiveness, positiveness, equality), transformational leadership (X4, 12 items; idealized influence, individualized consideration, inspirational motivation, intellectual stimulation), job satisfaction (Z, 15 items; leader, work, pay, promotion opportunity, coworkers), and employee performance (Y, 12 items; work quality, work quantity, timeliness and efficiency, teamwork).

Mean scores were categorized as very low (1.00 to 1.80), low (1.81 to 2.60), moderate (2.61 to 3.40), high (3.41 to 4.20), and very high (4.21 to 5.00). The model and hypotheses were tested with PLS-SEM using SmartPLS (Ghozali, 2021). The measurement model was evaluated through loading factors (above 0.70), average variance extracted (AVE; above 0.50), discriminant validity (Fornell-Larcker criterion, cross-loadings, and the heterotrait-monotrait ratio, HTMT;

Henseler et al., 2015), and reliability (Cronbach's alpha and composite reliability above 0.70). The structural model was evaluated through R-square (0.67 strong, 0.33 moderate, 0.19 weak; Chin, 1998), Q-square, and f-square. Hypotheses were tested by bootstrapping and accepted when the t-statistic exceeded 1.96 and the p-value was below 0.05. Mediation was full when the indirect effect was significant and the direct effect was not, and partial when both were significant.

RESULTS AND DISCUSSION

Respondent Characteristics and Variable Description

Of the 53 respondents, 28 (52.8%) were male and 25 (47.2%) female. The largest age group was 41 to 50 years (18 respondents; 34.0%), followed by those above 50 years (15; 28.3%). Most held a bachelor's degree (27; 50.9%), followed by senior high school (21; 39.6%), master's degree (4; 7.5%), and diploma (1; 1.9%). By status, 28 were PNS (52.8%), 18 PPPK (34.0%), and 7 Satpol PP (13.2%). Twenty-five respondents (47.2%) had worked five years or less, 23 (43.4%) had worked 16 to 20 years, and 5 (9.4%) more than 20 years. Table 1 shows that interpersonal communication (3.85), employee performance (3.59), job satisfaction (3.57), intrinsic motivation (3.46), and extrinsic motivation (3.45) fall in the high category. Interpersonal communication has the highest mean, with item X3.11 the highest (4.08). Transformational leadership has the lowest mean (3.39, moderate category), with item X4.9 the lowest (3.11). Employees therefore see transformational leadership as fairly good but not yet optimal.

Table 1. Descriptive statistics of the variables

Variable	Items	Mean	Category	Lowest item	Highest item
Intrinsic motivation (X1)	15	3.46	High	X1.2/X1.4/X1.15 (3.34)	X1.1 (3.72)
Extrinsic motivation (X2)	15	3.45	High	X2.6/X2.13 (3.34)	X2.2 (3.58)
Interpersonal communication (X3)	15	3.85	High	X3.3 (3.60)	X3.11 (4.08)
Transformational leadership (X4)	12	3.39	Moderate	X4.9 (3.11)	X4.12 (3.79)
Job satisfaction (Z)	15	3.57	High	Z.2/Z.6 (3.43)	Z.10 (3.83)
Employee performance (Y)	12	3.59	High	Y.7 (3.40)	Y.8 (3.83)

Source: primary data processed (2026).

Measurement Model

All indicators have loading factors above 0.70 (0.829 to 0.964), so none was removed. AVE values range from 0.795 to 0.883, Cronbach's alpha from 0.982 to 0.991, and composite reliability from 0.983 to 0.991, all above the thresholds (Table 2). Reliability values above 0.95 indicate that items within a variable are very similar in meaning.

Table 2. Loading factors, AVE, and reliability

Variable	Loading range	AVE	Cronbach's alpha	Composite reliability
Intrinsic motivation (X1)	0.877-0.943	0.834	0.986	0.987
Extrinsic motivation (X2)	0.829-0.932	0.795	0.982	0.983
Interpersonal communication (X3)	0.915-0.964	0.883	0.991	0.991
Transformational leadership (X4)	0.888-0.949	0.846	0.984	0.985
Job satisfaction (Z)	0.879-0.940	0.828	0.985	0.986
Employee performance (Y)	0.861-0.942	0.835	0.982	0.984

Source: primary data processed with SmartPLS (2026).

The four independent variables satisfy the Fornell-Larcker criterion (square roots of AVE of 0.892 to 0.940 exceed their correlations with other constructs), and every indicator loads highest on its own construct. However, the correlation between job satisfaction and employee performance (0.924) is slightly higher than the square roots of their AVE (0.910 and 0.914). HTMT values are below 0.90 for 14 of 15 construct pairs (0.060 to 0.597); the pair of job

satisfaction and performance reaches 0.938, still below 1.00. Discriminant validity is therefore acceptable, but the two constructs are very closely related, which is a limitation of this study.

Structural Model and Hypothesis Testing

The R-square values are 0.802 for job satisfaction and 0.882 for employee performance, both strong (Chin, 1998). The four independent variables jointly explain 80.2% of the variance in job satisfaction, and together with job satisfaction they explain 88.2% of the variance in performance. The Q-square computed from the R-square values is 0.9766, indicating good predictive relevance. By f-square, all independent variables have large effects on job satisfaction (interpersonal communication 2.180, extrinsic motivation 1.125, transformational leadership 1.061, intrinsic motivation 0.684), and job satisfaction has a large effect on performance (0.751). Direct effects on performance are weaker: intrinsic motivation is moderate (0.233), while extrinsic motivation (0.088), interpersonal communication (0.094), and transformational leadership (0.057) are small.

Table 3 shows that seven of the nine direct hypotheses are accepted. H6 (extrinsic motivation on performance; $\beta = 0.151$, $p = 0.100$) and H8 (transformational leadership on performance; $\beta = 0.121$, $p = 0.189$) are rejected because the effects are positive but not significant. Job satisfaction is the strongest predictor of performance ($\beta = 0.669$), and interpersonal communication is the strongest predictor of job satisfaction ($\beta = 0.663$).

Table 3. Direct effects

Hypothesis	Path	Coefficient (β)	t-statistic	p-value	Decision
H1	X1 → Z	0.381	4.518	0.000	Accepted
H2	X2 → Z	0.479	5.379	0.000	Accepted
H3	X3 → Z	0.663	8.671	0.000	Accepted
H4	X4 → Z	0.474	5.061	0.000	Accepted
H5	X1 → Y	0.222	2.599	0.009	Accepted
H6	X2 → Y	0.151	1.644	0.100	Rejected
H7	X3 → Y	0.190	2.262	0.024	Accepted
H8	X4 → Y	0.121	1.315	0.189	Rejected
H9	Z → Y	0.669	5.309	0.000	Accepted

Source: primary data processed with SmartPLS (2026).

All mediation hypotheses (H10 to H13) are accepted (Table 4). Job satisfaction partially mediates the effects of intrinsic motivation and interpersonal communication, because both also affect performance directly. It fully mediates the effects of extrinsic motivation and transformational leadership, whose direct effects on performance are not significant.

Table 4. Indirect effects (mediation)

Hypothesis	Path	Coefficient	t-statistic	p-value	Decision	Mediation
H10	X1 → Z → Y	0.255	4.166	0.000	Accepted	Partial
H11	X2 → Z → Y	0.320	4.298	0.000	Accepted	Full
H12	X3 → Z → Y	0.444	4.016	0.000	Accepted	Partial
H13	X4 → Z → Y	0.317	3.813	0.000	Accepted	Full

Source: primary data processed with SmartPLS (2026).

Effects on Job Satisfaction

Intrinsic motivation significantly increases job satisfaction ($\beta = 0.381$). Employees who work because they find the work meaningful, feel responsible, and want to achieve tend to enjoy their jobs more. This agrees with Herzberg's view that achievement, recognition, and responsibility are the main sources of satisfaction, and with Widyaputra and Dewi (2018), Tristianto (2021), and Yuniarni et al. (2024). In frontline public service, pride in serving the community is itself a source of satisfaction. Extrinsic motivation also increases job satisfaction ($\beta = 0.479$) with a large effect size.

Income, working conditions, institutional policy, and relationships with coworkers are important determinants of satisfaction. For PPPK and Satpol PP personnel, whose compensation is relatively limited, fulfilling these external factors reduces dissatisfaction and builds a sense of security. The result is consistent with Sulistyowati et al. (2017) and Efendi et al. (2022). Interpersonal communication has the largest effect on job satisfaction (β = 0.663; f-square = 2.180). Open, empathic, and supportive communication creates a comfortable atmosphere and reduces misunderstanding. In a small office such as Kombeng, the quality of interpersonal relationships is a dominant factor in satisfaction, in line with Ardianto et al. (2025). It also matches the descriptive result, since interpersonal communication has the highest mean score. Transformational leadership increases job satisfaction (β = 0.474), supporting Qoim et al. (2023) and Ardianto et al. (2025). Leaders who set an example, inspire, and attend to individual needs make employees feel valued. Because this variable has the lowest mean (3.39), there is room to raise satisfaction by improving leadership practice.

Effects on Employee Performance

Intrinsic motivation significantly affects performance (β = 0.222) and is the only independent variable with a moderate direct effect. Employees motivated from within do not depend on supervision or rewards to perform well. This agrees with Ariyanti (2019), Husain et al. (2021), and Prasetyo (2021). Extrinsic motivation has no significant direct effect on performance (β = 0.151; p = 0.100). Pay and allowances in government agencies are set by regulation and are not fully tied to individual performance, so external rewards mainly prevent dissatisfaction rather than drive performance directly, consistent with Herzberg's view of hygiene factors. This agrees with Sulistyowati et al. (2017) but differs from Depitra and Soegoto (2018), Efendi et al. (2022), and Prasetyo (2021).

Interpersonal communication significantly affects performance (β = 0.190), although the effect size is small. Effective communication smooths coordination, speeds up administrative tasks, and reduces service errors, consistent with Usman (2013) and Manda et al. (2026), but unlike Dendhana et al. (2023). Transformational leadership has no significant direct effect on performance (β = 0.121; p = 0.189). Performance in a subdistrict office is largely governed by procedures, standard operating procedures, and fixed workloads, so leaders influence employees' psychological state more than their output directly. This is consistent with Rizanatulmahyani et al. (2023) and Wen et al. (2024), but differs from Yani et al. (2021) and Saragi and Adnyana (2025). Job satisfaction significantly affects performance (β = 0.669) and is its strongest predictor. Satisfied employees tend to work with more enthusiasm and responsibility, consistent with Paparang et al. (2021), Prasetyo (2021), and Tristianto (2021), although Syardiansah et al. (2020) and Husain et al. (2021) report otherwise.

Mediating Role of Job Satisfaction

Job satisfaction mediates the effects of all four independent variables on performance, partially for intrinsic motivation and interpersonal communication and fully for extrinsic motivation and transformational leadership. Efforts to raise extrinsic motivation and improve leadership style therefore affect performance only when they make employees more satisfied. This supports Sulistyowati et al. (2017), who found full mediation for extrinsic motivation, and Qoim et al. (2023) and Ardianto et al. (2025) for transformational leadership and interpersonal communication.

CONCLUSION

Intrinsic motivation, extrinsic motivation, interpersonal communication, and transformational leadership significantly and positively affect job satisfaction at the Kombeng Subdistrict Office, with interpersonal communication the strongest (β = 0.663). Intrinsic motivation, interpersonal communication, and job satisfaction significantly affect employee performance, while extrinsic motivation and transformational leadership do not directly. Job satisfaction is the strongest predictor of performance (β = 0.669) and mediates the effects of all four variables, partially for intrinsic motivation and interpersonal communication and fully for extrinsic motivation and transformational leadership. The model explains 80.2% of the variance in job satisfaction and 88.2% in performance. The office should treat job satisfaction as a management priority, for example through periodic satisfaction surveys, and strengthen interpersonal communication through routine coordination meetings and open forums between leaders and staff. Because transformational leadership received the lowest rating (3.39), leaders should improve role modeling, attention to individual needs and development, and employee involvement in decisions. Rewards should be linked more clearly to performance, and intrinsic motivation can be nurtured through meaningful responsibility, training, and recognition. This

study has limitations. It covers one subdistrict office with 53 respondents, which limits generalization. Job satisfaction and performance are very closely related (HTMT = 0.938), and reliability values above 0.95 suggest that some items are similar in meaning. Future research should include more subdistricts or regional agencies, shorten and differentiate the questionnaire items, add variables such as work environment, work discipline, organizational culture, or organizational commitment, and use mixed methods to explore why extrinsic motivation and transformational leadership do not directly affect performance.

REFERENCES

Ardianto, I., Sadana, S. M. S., Ovalia, O., & Soeharto, E. (2025). Analisis kinerja karyawan dengan komunikasi interpersonal dan gaya kepemimpinan transformasional melalui kepuasan kerja sebagai variabel intervening [Analysis of employee performance with interpersonal communication and transformational leadership through job satisfaction as an intervening variable]. Jurnal Ilmiah Edunomika, 9(2). https://doi.org/10.29040/jie.v9i2.16795

Ariyanti, A. (2019). Analisis pengaruh komunikasi efektif dan koordinasi terhadap motivasi kerja dampaknya terhadap kinerja PT Garuda Indonesia (Persero) Tbk [Analysis of the effect of effective communication and coordination on work motivation and its impact on performance at PT Garuda Indonesia (Persero) Tbk]. Jurnal Ilmiah M-Progress, 9(2), 184–196. https://doi.org/10.35968/m-pu.v9i2.346

Chin, W. W. (1998). The partial least squares approach to structural equation modeling. In G. A. Marcoulides (Ed.), Modern methods for business research (pp. 295–336). Lawrence Erlbaum Associates.

Dendhana, N. V. T., Lumanaw, B., & Lumintang, G. G. (2023). Pengaruh komunikasi interpersonal, disiplin kerja dan lingkungan kerja non fisik terhadap kinerja ASN tenaga kependidikan di Fakultas Ilmu Sosial dan Ilmu Politik Universitas Sam Ratulangi [The effect of interpersonal communication, work discipline, and non-physical work environment on the performance of educational staff civil servants at the Faculty of Social and Political Sciences, Sam Ratulangi University]. Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi, 11.

Depitra, P. S., & Soegoto, H. (2018). Pengaruh gaya kepemimpinan terhadap kinerja karyawan [The influence of leadership style on employee performance]. Majalah Ilmiah UNIKOM, 16(2), 185–188. https://doi.org/10.34010/miu.v16i2.1361

Efendi, S., Sugiono, E., & Masdaryanto, M. (2022). Pengaruh motivasi ekstrinsik, disiplin kerja, dan lingkungan kerja terhadap kinerja pegawai melalui kepuasan kerja pada pegawai Direktorat Jenderal Pajak Kanwil DJP Jakarta Khusus KPP Badan dan Orang Asing [The effect of extrinsic motivation, work discipline, and work environment on employee performance through job satisfaction at the Directorate General of Taxes, Special Jakarta Regional Office]. Fair Value: Jurnal Ilmiah Akuntansi dan Keuangan, 5(2), 632–642. https://doi.org/10.32670/fairvalue.v5i2.2322

Ghozali, I. (2021). Partial least squares: Konsep, teknik dan aplikasi menggunakan program SmartPLS 3.2.9 untuk penelitian empiris [Partial least squares: Concepts, techniques, and applications using SmartPLS 3.2.9 for empirical research] (3rd ed.). Badan Penerbit Universitas Diponegoro.

Hasibuan, M. S. P. (2019). Manajemen sumber daya manusia [Human resource management] (Rev. ed.). Bumi Aksara.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

Hidayat, R., Kambara, R., & Lutfi, L. (2020). Pengaruh motivasi intrinsik, komunikasi interpersonal dan kepemimpinan transformasional terhadap kepuasan kerja dalam meningkatkan kinerja pegawai (Kantor Kementerian Agama Kota Serang) [The effect of intrinsic motivation, interpersonal communication, and transformational leadership on job satisfaction in improving employee performance (Ministry of Religious Affairs Office, Serang City)]. Jurnal Riset Bisnis dan Manajemen Tirtayasa, 2(1). https://doi.org/10.48181/jrbmt.v2i1.3832

Husain, Kamase, J., & Gusti, D. H. (2021). Pengaruh motivasi intrinsik, kepuasan kerja dan budaya organisasi terhadap kinerja ASN pada Badan Pengelolaan Keuangan Pendapatan dan Aset Daerah Kabupaten Kepulauan Selayar [The effect of intrinsic motivation, job satisfaction, and organizational culture on the performance of civil servants at the Regional Financial, Revenue, and Asset Management Agency of Selayar Islands Regency]. Tata Kelola. https://e-jurnal.nobel.ac.id/index.php/tmj/article/view/3261

OPEN ACCESS

Luthans, F. (2011). Organizational behavior: An evidence-based approach (12th ed.). McGraw-Hill/Irwin.

Manda, Z. B. G., Hinelo, R., & Juanna, A. (2026). Pengaruh komunikasi interpersonal dan lingkungan kerja terhadap kinerja pegawai Balai Wilayah Sungai Sulawesi II Gorontalo [The effect of interpersonal communication and work environment on employee performance at the Sulawesi II Gorontalo River Basin Center]. JAMBURA: Jurnal Ilmiah Manajemen dan Bisnis, 8(3), 1754–1768.

Paparang, N. C. P., Areros, W. A., & Tatimu, V. (2021). Pengaruh kepuasan kerja terhadap kinerja pegawai Kantor PT. Pos Indonesia di Manado [The effect of job satisfaction on employee performance at the PT Pos Indonesia Office in Manado]. Productivity, 2(2), 119–123.

Prasetyo, F. W. (2021). Pengaruh motivasi intrinsik dan ekstrinsik terhadap kinerja melalui kepuasan kerja [The effect of intrinsic and extrinsic motivation on performance through job satisfaction]. Journal of Management and Business (JOMB), 1, 1–20.

Qoim, Z., Askafi, E., & Talkah, A. (2023). Pengaruh gaya kepemimpinan transformasional dan transaksional terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel intervening pada pegawai di IAIN Kediri [The effect of transformational and transactional leadership styles on employee performance with job satisfaction as an intervening variable among employees at IAIN Kediri]. Otonomi, 23(2), 321–335.

Rizanatulmahyani, L., Widhiastuti, H., Nusandari, A., & Kusnilawati, N. (2023). Job satisfaction, transformational leadership on performance through organizational commitment in Islamic school employees. Reswara Journal of Psychology, 2(1), 42–62.

Saragi, H. T., & Adnyana, I. M. (2025). Pengaruh kepemimpinan transformasional, pelatihan, dan kepuasan kerja terhadap kinerja pegawai ASN yang dimediasi oleh komitmen organisasi pada BPK Perwakilan Provinsi DKI Jakarta [The effect of transformational leadership, training, and job satisfaction on civil servant performance mediated by organizational commitment at the BPK Representative Office of DKI Jakarta Province]. COSTING: Journal of Economic, Business and Accounting, 8(3).

Sugiyono. (2020). Metode penelitian kuantitatif, kualitatif, dan R&D [Quantitative, qualitative, and R&D research methods]. Alfabeta.

Sulistyowati, N., Akhmadi, & Lutfi. (2017). Pengaruh motivasi ekstrinsik dan lingkungan kerja fisik terhadap kinerja karyawan dengan kepuasan kerja karyawan sebagai variabel intervening [The effect of extrinsic motivation and physical work environment on employee performance with employee job satisfaction as an intervening variable]. Jurnal Riset Bisnis dan Manajemen Tirtayasa, 1(2), 137–148.

Syardiansah, S., Mora, Z., & Safriani, S. (2020). Pengaruh kepuasan kerja, budaya organisasi dan komitmen organisasi terhadap kinerja karyawan [The effect of job satisfaction, organizational culture, and organizational commitment on employee performance]. Jupiis: Jurnal Pendidikan Ilmu-Ilmu Sosial, 12(2), 438. https://doi.org/10.24114/jupiis.v12i2.16771

Tristianto, B. (2021). Peran motivasi intrinsik pada hubungan kepemimpinan pelayan terhadap kepuasan kerja dan pengaruhnya terhadap kinerja pegawai pada Dinas Pendidikan Kabupaten Banyumas [The role of intrinsic motivation in the relationship between servant leadership and job satisfaction and its effect on employee performance at the Banyumas Regency Education Office]. Jurnal Ekonomi, Bisnis dan Akuntansi (JEBA), 23(1).

Usman, B. (2013). Pengaruh komunikasi interpersonal terhadap kinerja pegawai pada Fakultas Ekonomi Universitas PGRI Palembang [The effect of interpersonal communication on employee performance at the Faculty of Economics, PGRI Palembang University]. Jurnal Media Wahana Ekonomika.

Wen, G., Kambu, A. A., & Ikhwan, H. S. (2024). Pengaruh kepemimpinan transformasional dan kepuasan kerja yang dimediasi oleh motivasi kerja terhadap kinerja pejabat fungsional dan struktural Dinas Pendidikan Kabupaten Mappi [The effect of transformational leadership and job satisfaction mediated by work motivation on the performance of functional and structural officials at the Mappi Regency Education Office]. Syntax Literate: Jurnal Ilmiah Indonesia, 9(7), 3446–3457.

Widyaputra, I. K. A., & Dewi, A. A. S. K. (2018). Pengaruh motivasi intrinsik terhadap kepuasan kerja dan kinerja karyawan pada PT Bussan Auto Finance [The effect of intrinsic motivation on job satisfaction and employee performance at PT Bussan Auto Finance]. E-Jurnal Manajemen Universitas Udayana, 7(1), 85–104. https://doi.org/10.24843/EJMUNUD.2018.v7.i01.p04

OPEN ACCESS

Yani, M., Saleh, A. R., Yuniarsih, N., Sunandar, D., Rohmalia, Y., Hubeis, M., & Ramly, A. T. (2021). Pengaruh kepemimpinan transformasional terhadap kinerja dan motivasi karyawan [The effect of transformational leadership on employee performance and motivation]. Diversity: Jurnal Ilmiah Pascasarjana, 1(2). https://doi.org/10.32832/djip-uika.v1i2.4945

Yuniarni, D. F., Pahlawansjah, & Santoso, D. (2024). Peran pelatihan kerja dan kompetensi terhadap kepuasan kerja pegawai dengan motivasi intrinsik sebagai variabel intervening (studi pada KPP Pratama Semarang Barat) [The role of job training and competence on employee job satisfaction with intrinsic motivation as an intervening variable (a study at KPP Pratama West Semarang)]. Jurnal Pendidikan Tambusai, 8(1), 4381–4391.

OPEN ACCESS