

The Influence of Leadership, Work Environment and Job Stress on Employee Job Satisfaction at Football Suppliers and Manufacturers in Pasuruan

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Abstract

Human resources are the main asset for a company who are planners and active actors of various activities within the company. Therefore, companies need to accommodate leadership, work environment and employee work stress well so that employee job satisfaction in the company continues to increase. This research aims to determine the influence of leadership, work environment and work stress on employee job satisfaction at football suppliers and manufacturers in Pasuruan. The research method used is a quantitative method and data collection uses a questionnaire using a five-point Likert scale as a measuring tool. The population used in this research was all production employees at football suppliers and manufacturers in Pasuruan with 299 employees. The sample in this research were production employees at football suppliers and manufacturers in Pasuruan, which was still active during the Covid-19 pandemic, had 81 respondents using a purposive sampling technique. The data used is primary data and secondary data, while the analysis used is Partial Least Square (PLS). Based on the results of the research that has been conducted, leadership has a positive and significant influence on the job satisfaction of PT employees. football suppliers and manufacturers in Pasuruan. The work environment has a positive and significant influence on the job satisfaction of employees at football suppliers and manufacturers in Pasuruan. Job Stress has a positive and insignificant influence on employee job satisfaction on football suppliers and manufacturers in Pasuruan.

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INTRODUCTION

Human resources are the main assets for companies who are planners and active actors of various activities within an organization. They have thoughts, feelings, desires, status, and educational background that are brought into a company organizational environment. HR also has a vital role in achieving company goals and success. The concentration of human resources focuses on people who have work ties within the company. In their journey, companies will progress and develop, and will have many challenges and obstacles, one of which is how companies can create business development strategy (Christanto & Tarigan, 2023).

Job satisfaction is a positive feeling about a person's job which is the result of an evaluation of its characteristics (Hamdia, 2011). Job satisfaction refers to an individual's general attitude towards his or her job. Employees with a high level of job satisfaction have a positive attitude towards their work while employees who are dissatisfied with their work have a negative attitude towards their work. Creating employee job satisfaction is not easy because employee job satisfaction can be created if the variables that influence it, including leadership, work environment and work stress that occur in the company, can be accommodated well, and accepted by all employees in an organization or company.

Leadership in an organization is a factor that influences the success or failure of the organization's mission to be achieved because the success or failure of managing an organization is also determined by whether the leadership is carried out successfully or not. Hasibuan (2012) theoretically leadership is a very important thing in managerial matters, because of leadership the management process will run well, and employees will be enthusiastic in carrying out their duties. The work environment is another factor that canday-to-day job satisfaction, where the work environment is a portrait of the reality of conditions in the world of work that continues to develop, and the workplace can provide a picture of the day to day life of employees who come to work, come together for the same goal, carry out their work and live within the framework of company rules and regulations.

According to Hasibuan (2010) The work environment is a place where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. Job stress is also a factor that can influence job satisfaction. According to Handoko (2008) stress is a condition of tension that affects a person's emotions, thought processes and condition. The negative impact of stress can cause job dissatisfaction, an increase in the number of employees leaving and the loss of workers recruited by the company.

This company is engaged in the production and management of soccer balls, volleyballs, and basketballs. Football suppliers and manufacturers in Pasuruan has 299 employees in the production department, but during the Covid-19 pandemic. Football suppliers and manufacturers in Pasuruan laid off some of its employees so that only 81 employees are still actively working.

Table 1. Employee attendance data in football suppliers and manufacturers in Pasuruan.

Year	Number of employees	Enter	Get out	Final Total Employees	Turnover (%)
2016	326	6	14	318	97.54
2017	317	4	10	311	98.10
2018	322	9	17	314	97.51
2019	310	13	25	298	96.12
2020	299	15	27	287	95.98

Based on the Table 1, it is known that in the last 5 years employees who were absent experienced fluctuations, namely in 2016 the total absence was 318 employees, in 2017 there were 311 employees, in 2018 there were 314 employees, in 2019 there were 298 employees and in 2020 there were 287 employees. It can be concluded from the data in the Table 1 that this indicates a decrease in employee job satisfaction. Based on the data above, the number of employees leaving in 2016 was 14 employees, in 2017 there was a decrease of 10 employees, in 2018 there was an increase again of 17 employees, in 2019 there were 25 employees and in 2020 an increase of 27 employees. The large number of employees who leave the company without any clear reason identifies low job satisfaction at football suppliers and manufacturers in Pasuruan.

Table 2. Performance achievement data in football suppliers and manufacturers in Pasuruan

Year	Production Targets	Realization	Percentage (%)
2016	326	6	97.54
2017	317	4	98.10
2018	322	9	97.51
2019	310	13	96.12
2020	299	15	95.98

Based on the Table 2, it is known that in 2016-2020 the production target set by the company each year of 900,000 pcs cannot be met. In 2016 it only reached 815,977 pcs, in 2017 there was a slight increase, namely reaching 817,124 pcs, and in 2018 it exceeded the company's production target of reaching 981,948 pcs, but in 2019 it experienced a decline again reaching 728,564 pcs, and in 2020 there was a significant decrease very drastically, reaching 484,432 pcs. From the data above, it can be concluded that employee production has decreased and cannot reach targets and causes the company to experience losses.

This phenomenon of decreasing job satisfaction indicates that leadership at football suppliers and manufacturers in Pasuruan score was less than optimal. This can be seen from the lack of firmness from superiors towards subordinates so that employees are absent from work without a clear reason, the regulations set by the company

are often violated. Leaders also cannot adjust employees' abilities and work experience when determining employee positions so that employees feel burdened because the work, they do does not match their abilities. Apart from the leadership factors that occur in the company, another indication is that the work environment is still far from being good, comfortable, and effective. Based on a survey conducted by researchers, the use of certain tools and machines to help smooth the production process raises new problems such as noise, mechanical vibrations, rising room temperatures, and insufficient lighting because the light source is covered by large production machines. This problem is often encountered by employees whose daily work environment is related to production machines.

Apart from the use of production machines, piles of manufactured goods are also something that can cause problems due to lack of coordination between warehouse staff. Football suppliers and manufacturers in Pasuruan with production employees so that goods that have finished production are piled up in front of the room and not immediately moved, this can hinder employees from going in and out of the room, thereby reducing their effectiveness at work. Working environmental conditions like this indicate that the employee's working environment is not conducive, so that employees do not obtain maximum job satisfaction.

Other factors that can influence employee job satisfaction (Lukito & Tarigan, 2023). Football suppliers and manufacturers in Pasuruan index is work stress. Problems related to work stress experienced by employees. It was indicated that football suppliers and manufacturers in Pasuruan was due to the leadership's negligence in positioning employees causing the workload employees. Football suppliers and manufacturers in Pasuruan is not in accordance with its capabilities, developments in the times also result in many demands on the workforce such as having to increase mastery of the latest technology, stricter time limits, large demands on work output, changes in work regulations and so on which can cause employees to experience difficult situations. Based on the background of the problem proposed above, the problem formulated in this research is that leadership influences the job satisfaction the employees. The work environment influences the job satisfaction of employees. Job stress influences the job satisfaction of the employees.

THEORETICAL FRAMEWORK AND HYPOTHESIS

The Relationship between Leadership and Employee Job Satisfaction

The relationship between leaders and subordinates can be a good relationship if the subordinates respect, like and support the leader and are willing to follow the leader's directions. Suhendi and Anggara (2010) states that the role of leaders can influence morale and job satisfaction, security, and the quality of organizational work life. The leaders can apply appropriate leadership, employees will feel satisfied and be able to improve their performance in a more productive direction. This situation will provide control for the leader and contribute to a situation that benefits the leader. The influence of a leader depends on the acceptance of subordinates. Therefore, leaders need to realize that establishing good relationships with subordinates is very important. This statement is supported by research conducted by Suprpta et al. (2015), Bushra et al. (2011), and Rehman et al. (2012) which proves that leadership has a strong influence and has a positive effect on job satisfaction.

H₁ : Leadership has a positive effect on job satisfaction for employees.

The Relationship Between Work Environment and Employee Job Satisfaction

A good working environment, both physical and non-physical, is expected of employees to work optimally, and vice versa, if the working environment is bad, then employees will not have satisfaction at work, therefore the conditions and situations around employees at work must be maintained as well as possible. perhaps so that employees will feel comfortable at work. A work environment that satisfies employees will encourage them to work as optimally as possible, so that the level of absenteeism in the company does not increase (Pawirosumarto et al., 2017).

H₂ : Work environment has a positive effect on job satisfaction for employees.

The Relationship Between Job Stress and Employee Job Satisfaction

Stress is a condition of tension that affects a person's emotions, thought processes and condition. Work-related tension tends to reduce employee job satisfaction. Employees feel that stress is unpleasant which results in low levels of employee satisfaction (Lukito & Tarigan, 2023). Stress can arise because of pressure or tension that

originates from a mismatch between a person and his environment. The stress experienced by employees due to the environment they face will affect their performance and job satisfaction, so management needs to improve the quality of the operational environment for employees (Noviansyah and Zunaidah, 2011).

H₃ : Job Stress has a negative effect on job satisfaction for employees.

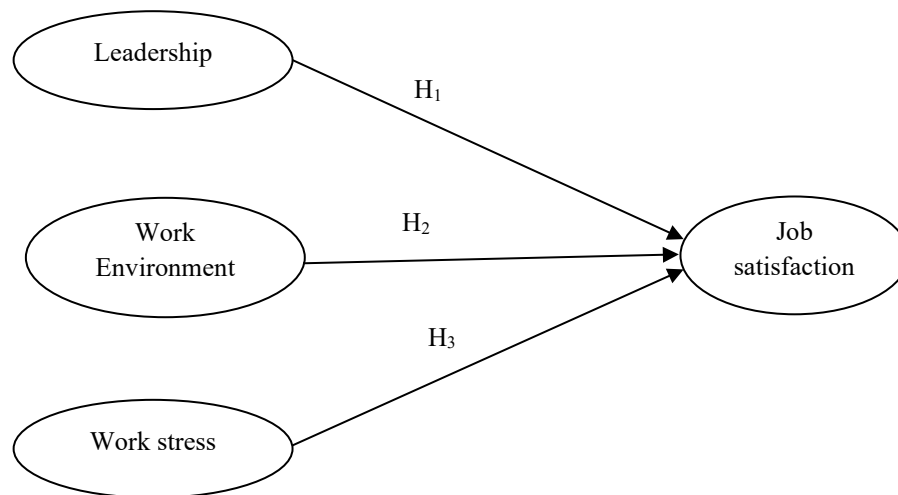


Figure 1. Research Conceptual Framework

RESEARCH METHOD

Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it and the process of facilitating individual and collective efforts in achieving shared goals. This leadership variable is operationally measured using 4 indicators adopted from research Brahmasari & Suprayetno, (2008) namely as follows: telling (X1.1), selling (X1.2), participating (X1.3), and delegating (X1.4). The work environment variable (X2) is something related to the conditions around employees which can influence the employee to carry out the tasks assigned by the company. Work environment indicators by Nitisemito (2010) details three non-physical work environment indicators as follows: work atmosphere (X2.1), relationships with colleagues (X2.2), and availability of work facilities (X2.3). The work stress variable (X3) is a condition of tension caused by (Robbins, 2012) by several indicators as follows: task demands (X3.1), role demands (X3.2) and interpersonal demands (X3.3). Employee job satisfaction (Y) is a positive feeling about a person's job which is the result of an evaluation of its characteristics (Robbins, 2008). According to Adelia & Mujiati (2016) Indicators of job satisfaction include: work situation (Y1.1), work itself (Y1.2), supervision (Y1.3), salary (Y1.4) and promotion (Y1.5)

Population is an object or subject that has certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2014). The population used in this research is employees at football suppliers and manufacturers in Pasuruan. The population in this study was 299 employees. According to Sugiyono (2014), the sample is part of the number and characteristics of the population, the sample taken from the population must be representative. Sample size is the number of samples taken from a population. The sampling carried out in this research using the probability sampling method is a technique that is suitable for large or large populations because each element of the population has the same probability of selection. In this research, researchers used non-probability sampling with purposive sampling technique. Purposive sampling is a technique for determining samples with certain considerations. The consideration for the sample in this research is respondents with the criteria of employees who are still actively working at football suppliers and manufacturers in Pasuruan.

Considering the current situation with the Covid-19 pandemic, the original production employees numbered 299 employees, now there are 81 employees who are active at work because the other 218 were sent home for reasons of distance control to break the chain of Covid-19, thus the researcher decided that the number of samples that will be used in this research is 81 employees as respondents. The types and sources of data used in this research consist of primary data and secondary data. Primary data was obtained from a questionnaire distributed to employees in the production department of football suppliers and manufacturers in Pasuruan. Secondary data in this research includes interviews with production managers and company profiles. The

measurement used in this research is an interval scale using a scale weighting technique (Likert). This research uses statements with a scale of 5. The analysis used for data processing is PLS.

DATA ANALYSIS AND DISCUSSION

Descriptive Data Analysis

Of the 81 respondents who answered the questionnaire that was given, the gender of the respondents can be seen in the Table 4. Based on the Table 4, respondents who work at football suppliers and manufacturers in Pasuruan and filled out 81 questionnaires, 48 respondents were male, and 33 respondents were female. This shows that many employees at the company are men. Of the 81 respondents who answered the questionnaire that was given, the ages of the respondents can be seen in the Table 5.

Table 4. Characteristics of Respondents Based on Gender

No	Gender	Amount	Percentage (%)
1	Man	48	59.25 %
2	Woman	33	40.75 %
Number of employees		81	100 %

Table 5. Characteristics of Respondents Based on Age

No	Age	Amount	Percentage (%)
1	< 30 Years	50	61.72 %
2	30 – 40 Years	19	23.45 %
3	40 – 50 Years	12	14.81 %
Number of employees		81	100 %

Based on the Table 5, it can be seen from the employees who work at football suppliers and manufacturers in Pasuruan is dominated by employees aged <30 years with 50 respondents, then in second place are those aged 30-40 years with 19 respondents, and in third place are those aged 40-50 years with 12 respondents. Of the 81 respondents who answered the questionnaire that was given, the respondents' latest education can be seen in the Table 6.

Table 6. Characteristics of Respondents Based on Last Education

No	Age	Amount	Percentage (%)
1	Elementary school	13	16.04 %
2	Junior High School	17	20.98 %
3	Senior High School	44	54.32 %
4	Undergraduate	7	8.64 %
Number of employees		81	100 %

Based on the Table 6, the respondents in this study who had the highest level of education were 13 respondents, then there were 17 respondents from SMP, 44 respondents from SMA, and 7 respondents from S1. Of the 81 respondents who answered the questionnaire that was given, the respondents' length of service can be seen in the Table 7.

Table 7. Characteristics of Respondents Based on Length of Work

No	Length of Work (Years)	Amount	Percentage (%)
1	< 2 Years	13	16,04 %
2	3-5 Years	17	20,98 %
3	5-8 Years	44	54,32 %
4	> 8 Years	7	8,64 %
Number of employees		81	100 %

Inferential Data Analysis

Based on the Table 7, it can be seen from respondents who have worked for a long time. football suppliers and manufacturers in Pasuruan is dominated by respondents who have worked for 5-8 years with 54 respondents, then second place with 3-5 years with 18 respondents, third place with <2 years with 9 respondents.

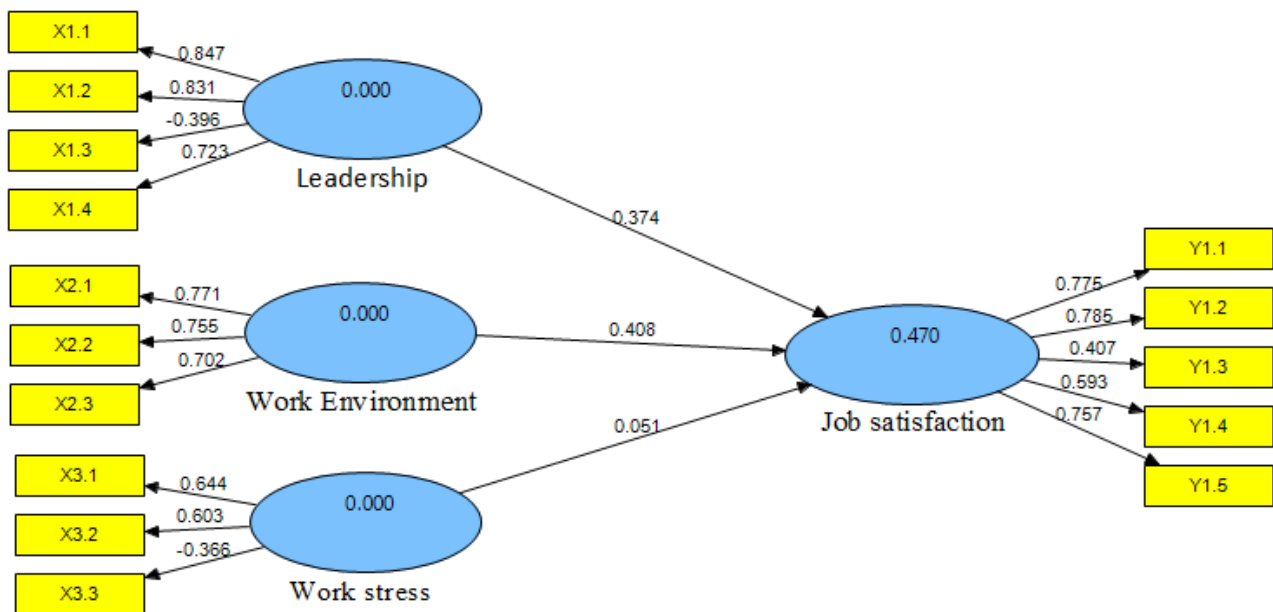


Figure 2. Data Processing, Output *SmartPLS*

From the PLS output Figure 2, you can see the magnitude of the value factor loading for each indicator located above the arrow between the variable and indicator, you can also see the magnitude of the path coefficient (path coefficients) which is above the arrow line between exogenous variables and endogenous variables. Apart from that, you can also see the size R-Square which is right inside the circle of endogenous variables (Job Satisfaction variable).

Tabel 8. Average Variance Extracted (AVE)

Variable	AVE
Leadership	0.5217
Work Environment	0.5520
Work stress	0.3040
Job satisfaction	0.4610

The next measurement model is value Average Variance Extracted (AVE), namely the value shows the magnitude of the indicator variance contained by the latent variable. convergent AVE value greater than 0.5 indicates good validity for the latent variable. Reflective indicator variables can be seen from the AVE value for each construct (variable). A good model is required if the AVE value of each construct is greater than 0.5.

Table 9. Reliability Test

Variable	Composite Reliability
Leadership	0.6774
Work Environment	0.7868
Work stress	0.2708
Job satisfaction	0.8034

Construct reliability is measured by the composite reliability value. A reliable construct if the composite reliability value is above 0.70 then the indicator is said to be consistent in measuring the latent variable. The Composite Reliability test results show that variable leadership as big as 0.67743, variable work stress as big as 0.27078, These two variables show composite reliability values below 0.70, so it can be said that all variables in this study are less reliable. Meanwhile, the results of the composite reliability test show that the variable work environment as big as, 0.7868 variable job satisfaction as big as 0.8034, Both variables show composite reliability values above 0.70, so it can be said that all variables in this study are reliable. Hypothesis testing is shown in Table 10.

Tabel 10. Inner Weight for Hypothesis

Hypothesis	Path Coefficients	Sample Mean	Standard Deviation	Standard Error	T Statistics
Leadership → Job satisfaction	0.3742	0.3698	0.0677	0.0677	5.5247
Work Environment → Job satisfaction	0.4081	0.4179	0.0650	0.0650	6.2777
Work stress → Job satisfaction	0.0511	0.0468	0.0830	0.0830	0.6163

From the Table 10 it can be concluded that the hypothesis stated that leadership positive influence on Job satisfaction acceptable, with path coefficients as big as 0.3742, and value T-statistic as big as 5.5247 greater than the value 1.96, then significant (positive). Work environment positive influence Job satisfaction acceptable, with path coefficients as big as 0.4081, and value T-statistic as big as 6.2777 greater than the value 1.96, then Significant (positive). Job Stress positive influence on Job satisfaction Unacceptable, with path coefficients as big as 0.0511, and value T-statistic as big as 0.6163 smaller than the value 1.96, then No Significant (positive).

Discussion

Based on the results of the research that has been carried out, the results obtained are in accordance with the proposed hypothesis that leadership has a significant positive effect on job satisfaction at football suppliers and manufacturers in Pasuruan is acceptable. This research is in line with that conducted by Astuti & Iverizkinawati (2018) who stated that the research results show that leadership has a positive and significant effect on job satisfaction of PT employees. Sarana Nusantara Medan and supported by research conducted by Riduwan (2015) with the title "The relationship between leadership, work environment and motivation on employee job satisfaction at the Kediri City KPU". The results of the research show that leadership has a positive effect on employee job satisfaction at Kediri City KPU.

The better the leadership in the company, the more employee job satisfaction will be achieved, meaning that the leadership in the company is really needed by an employee to be able to achieve high job satisfaction, even though according to the nature of job satisfaction itself the magnitude is very relative or differs between one person. with the others. According to Rezvan (2013) leadership is very necessary if a company wants to be successful, what's more, good employees always want to know how they can contribute to achieving company goals. Based on the results of the research that has been carried out, the results obtained are in accordance with the proposed hypothesis that the work environment has a significant positive effect on job satisfaction at football suppliers and manufacturers in Pasuruan is acceptable. This research is in line with that conducted by Astuti & Iverizkinawati (2018) showing that leadership has a positive and significant effect on job satisfaction.

This can be interpreted as the work environment which includes lighting, air temperature, noise level, security, and relationships between co-workers at football suppliers and manufacturers in Pasuruan can increase employee job satisfaction. This also means that if employees feel a comfortable work environment, this will result in increased job satisfaction. On the other hand, if the work environment is felt by employees to be uncomfortable, it will result in a decrease in job satisfaction. Based on the results of the research that has been carried out, the results obtained are not in accordance with the proposed hypothesis that work stress has a negative and significant effect on job satisfaction at football suppliers and manufacturers in Pasuruan cannot be accepted.

Based on the research that has been carried out, the results show that work stress has a positive and insignificant effect on PT job satisfaction. In other words, this stress plays a functional role, where it can be a driver or destroyer of employee job satisfaction depending on the level of stress and how employees manage their stress. If there is no stress, there will be no challenges at work and job satisfaction will be low. Robbins (2008) found that stress itself does not have to be bad, although it is usually discussed in a negative context. Stress also has the positive nature of being an opportunity when it offers an outcome dimension. Based on the description above, it can be interpreted that were work stress situations can encourage employees to be more enthusiastic about work or complete tasks on time, where employees are able to overcome various potentials that can reduce job satisfaction. In this way, high stress here can be accommodated in a healthy or positive way by employees, so that work stress itself becomes a positive thing.

CONCLUSION

After conducting research, collecting, and analyzing the data that has been obtained from respondents, conclusions and suggestions for research can be drawn. Good leadership can increase job satisfaction of employees. A comfortable work environment can increase job satisfaction of employees. Work stress that is managed well by employees can increase job satisfaction of employees. Based on the conclusions above, there are several suggestions given for consideration. Leaders must be able to tell their subordinates about the tasks they have to do at football suppliers and manufacturers in Pasuruan. Creating a comfortable working atmosphere in the company will help employees to complete work quickly and provide job satisfaction for employees. A workload that is managed well can make employees more enthusiastic about completing work deadlines.

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