



Organizational captain: measuring the strategic impact of leadership on employee satisfaction levels

Said Almaududi^{1*}, Zuhri Saputra Hutabarat¹, Heni Pratiwi², Apdelmi²,
Jonner Simarmata¹

¹Universitas Batanghari Jambi, Indonesia

²Universitas Jambi, Indonesia

*Correspondence author: said.almaududi@unbari.ac.id

DOI: <https://doi.org/10.65881/integration.v1i1.10>

ARTICLE INFO

History:

Submit: 12-05-2025
Revision: 12-15-2025
Accepted: 12-16-2025
Published: 12-18-2025

Keywords:

leadership practices;
job satisfaction;
organizational capital.

ABSTRACT

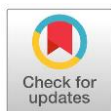
Purpose: to analyze and empirically test the influence of the Rector's leadership practices on the level of employee job satisfaction at Batanghari University, Jambi.

Method: this study employed a quantitative, survey-based approach. The study population comprised all 80 administrative staff at Batanghari University in Jambi, using a total sampling technique. Data were collected through a closed-ended questionnaire and analyzed using multiple linear regression analysis to examine the effect of leadership practices on employee job satisfaction.

Findings: the research results show that the Rector's leadership practices have a positive and significant impact on employee job satisfaction at Batanghari University, Jambi. This finding suggests that leadership practices play a significant role in improving employee job satisfaction.

Implications: this study strengthens organizational behavior theory and the Kouzes and Posner model regarding the influence of leadership on job satisfaction. Practically, organizations need to implement effective leadership to improve employee job satisfaction.

Originality: lies in the empirical testing of the Rector's leadership practices on the job satisfaction of administrative staff in the context of private universities in Jambi Province, an area that is still rarely researched, especially at Batanghari University, Jambi.



Open access article under CC-BY-SA license.



Introduction

The survival and growth of a company are determined not only by its success in managing its finances, marketing, and products, but also by its success in managing its human resources. Human resources are currently considered a crucial resource for

organizations, as without high-quality human resources, organizations will not be able to survive in the competitive environment (Jamkhaneh et al., 2022; Suratno & Hutabarat, 2023). Managing human resources in an organization is no easy task, as it involves various elements within the organization, including employees, leaders, and the system itself (Kambur & Yildirim, 2023). The combination of these three elements is expected to create a conducive work environment, enabling both employees and leaders to perform their jobs optimally.

The development of modern organizations shows that competitive advantage is no longer solely determined by physical and financial assets, but increasingly depends on the quality of human resources (Almaududi et al., 2022; Guo & Chen, 2022). In higher education organizations, the role of human resources, particularly educational staff, is highly strategic because they directly support the smooth running of academic processes and institutional services. However, various phenomena indicate that low employee job satisfaction remains a problem across many universities, particularly related to top management's leadership styles and practices (Masni et al., 2021; Zhou et al., 2021).

Job satisfaction is the impact or result of effective performance and success at work. Low job satisfaction in an organization is associated with decreased task performance, increased absenteeism, and decreased organizational morale (Yukl, 1989). Meanwhile, at the individual level, job dissatisfaction is related to: a desire to leave work, increased work stress, and the emergence of various psychological and physical problems (Yean et al., 2022). Employee job satisfaction reflects attitudes toward work behavior, which can be Positive or negative. This state refers to pleasant feelings at work with superiors, fellow employees, and other staff (Hutabarat et al., 2022).

At Batanghari University in Jambi, administrative staff has responded to the Rector's policies and regulations with varying degrees of skepticism. These responses are not always positive and, in the long term, may reduce employee job satisfaction. This situation is characterized by complaints related to a lack of participation in decision-making, low performance appreciation, and weak communication between leaders and subordinates. If left unchecked, this situation could lead to declining organizational performance and disrupt the university's vision and mission.

Increasing employee job satisfaction in an organization cannot be separated from the role of leaders; leadership is the key to management, which plays a crucial and strategic role in the survival of a company (Ahmad & Raja, 2021). Leaders initiate goals, plan, organize, mobilize, and control all available resources to achieve company goals effectively and efficiently (Boeske, 2023). Therefore, leaders of a company organization are required to consistently create conditions that satisfy employees, ensuring that employees are not only capable but also willing to work toward achieving company goals (Almaududi et al., 2024).

Leadership that influences followers to perform at a high level has been widely recognized as transformational leadership. In line with the view that transformational leadership is a leadership practice model developed. Kouzes and Posner (2022) developed their model based on the concept that for leader can recognized through ability they for reach something extraordinary within an organization. Kouzes and Posner (2022) explore what individuals do personally when they lead an organization. According to them, leaders are able to achieve extraordinary things in organizations because of five practices, including being a role model, inspiring a shared vision, challenging the process, empowering others, and encouraging enthusiasm.

Various previous studies have been conducted on the influence of leadership on employee satisfaction, but the results are mixed (Barasa & Kariuki, 2025; Hajiali et al., 2022; Hui & Long, 2024; Muhdar et al., 2022; Skopak & Hadzaihmetovic, 2022; Sodiq et al., 2024; Sriadmitum et al., 2023; Wahyudi et al., 2023). The transformational leadership model, including the leadership practices proposed by Kouzes and Posner, has been widely applied across business organizations, the public sector, and educational institutions. These studies demonstrate that leadership practices such as role modeling, shared vision, empowerment, courage to make changes, and rewards can increase job satisfaction and organizational commitment.

Although numerous studies on leadership and job satisfaction have been conducted, there are still differences in results and limitations in research examining the leadership practices of higher education leaders using the Kouzes and Posner model among administrative staff at private higher education institutions in the regions. Most previous studies have focused on lecturers, the industrial sector, or government organizations, so the context of educational staff at private higher education institutions, especially in Jambi Province, remains relatively under-researched empirically. The novelty of this study lies in applying the Kouzes and Posner leadership practice model to measure the Rector's leadership influence on the job satisfaction of administrative staff at Batanghari University, Jambi. In addition, this study examines leadership practices in the context of private higher education organizations, which provides a new perspective on the effectiveness of leadership in the regional higher education environment.

This study aims to analyze and empirically test the influence of the Rector's leadership practices on the job satisfaction of administrative staff at Batanghari University, Jambi. Theoretically, this study is expected to enrich the study of human resource management and leadership, particularly in the context of higher education organizational behavior. In practice, the results of this study are expected to guide university leaders in formulating more effective leadership policies and strategies to improve employee job satisfaction. Policy-wise, this study can serve as a reference in developing a higher education leadership model oriented towards human resource empowerment.

This study is also grounded in organizational behavior theory, which emphasizes that individual attitudes and behaviors in organizations are influenced by leadership style and the work environment (Zhao et al., 2021). Job satisfaction is seen as an employee's affective response to work experiences influenced by leadership treatment (Prentice, 2022). Job satisfaction is the pleasant or unpleasant emotional state employees feel towards their work (Amisshah et al., 2022). The leadership practices in this study refer to the Kouzes and Posner model, which consists of five dimensions: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. These five dimensions are believed to create a positive work environment and increase employee job satisfaction (Emmanuel & Valley, 2022). Based on the theoretical basis and framework presented, the hypothesis in this study is: H_1 : The Rector's leadership practices have a positive and significant effect on employee job satisfaction at Batanghari University, Jambi.

Method

This study uses a quantitative approach with a verification method to test the hypothesis regarding the influence of leadership practice dimensions on the job satisfaction of administrative employees at Batanghari University, Jambi. This approach

was chosen because the study focuses on statistically testing the relationships among variables to obtain objective, measurable conclusions. The population in this study was all administrative employees at Batanghari University, Jambi, totaling 80 people. Given the relatively small population, the sampling technique used was total sampling, in which all members of the population were included as respondents. Thus, the study's results are expected to describe the condition of the population as a whole.

The data used in this study are primary, namely, data obtained directly from respondents. The data are collected from administrative staff in each work unit at Batanghari University and are obtained using research instruments designed to capture the variables and objectives of the study. Data collection was conducted using several techniques, namely questionnaires, interviews, observations, and literature reviews. The questionnaire was structured as closed questions, in which respondents were asked to choose an answer from the provided alternatives based on their perceived conditions. Interviews and observations were conducted to gather supporting information and strengthen the questionnaire results, while literature reviews were used to provide theoretical foundations and references relevant to the research topic. Data analysis was carried out using verification analysis via linear regression, which aims to determine the effect of leadership practices on employee job satisfaction. Testing was carried out using regression and t-tests to assess the significance of each independent variable's influence on the dependent variable, thereby determining the results of the hypothesis.

Results and discussion

Validity and reliability

Validity is a measure that indicates the level of validity or authenticity of an instrument. A valid instrument has high validity, while a low validity level indicates less validity. An instrument is considered valid if it can measure what it is intended to measure. An instrument is considered valid if it can reveal data from the variables being studied. The validity test results indicate that all research indicators are valid. Reliability testing is a tool for measuring something using a questionnaire that is an indicator of a variable or construct. A questionnaire is considered reliable if a person's responses to a statement are consistent or stable over time. Reliability measurements are carried out using the one-shot method or a single measurement using the SPSS Cronbach's alpha (α) statistical test tool. A construct or variable is said to be reliable if its Cronbach's alpha is > 0.60 . This is done by grouping items into two or more parts. The test results show that the Cronbach's alpha value is > 0.60 , indicating that the data are reliable.

Normality

The normality test results obtained a value greater than the specified significance level of 0.05. Thus, the research data is normally distributed. These results indicate that the assumption of normality is met and can be used for further analysis.

Hypothesis

Hypothesis testing is a statistical procedure used to determine whether sample data support the hypothesis being tested using linear regression, where the test results are presented in Table 1.

Table 1 hypothesis results

Hypothesis	Coefficient	T-Stat
H ₁ : leadership → employee satisfaction	0.425	2.811
R-Square		0.717
T-Table		1.991

Source: primary data, processed

Based on Table 1, the results of the H₁ hypothesis test show that leadership has a regression coefficient of 0.425 on employee satisfaction. This positive coefficient indicates a unidirectional relationship: the better the leadership practices implemented, the higher the level of employee satisfaction. The t-stat value obtained is 2.811, while the t-table value at the 5% significance level is 1.991. Because the t-statistic is greater than the t-table value (2.811 > 1.991), the influence of leadership on employee satisfaction is statistically significant. Thus, the H₁ hypothesis is accepted, which states that the Rector's leadership has a positive and significant effect on employee satisfaction. In addition, the R-Square value of 0.717 indicates that the leadership variable in this research model can explain 71.7% of the variation in employee satisfaction. Meanwhile, the remaining 28.3% is influenced by other variables outside the research model that were not examined in this study. Overall, the results of this analysis show that the Rector's leadership plays a strong, significant role in increasing employee satisfaction, underscoring the importance of effective leadership practices for organizational management.

The influence of leadership on employee satisfaction

The study's results indicate that the Rector's leadership has a positive and significant effect on employee satisfaction. This indicates that the more effectively the Rector's leadership practices are implemented, the higher the level of employee satisfaction. The Rector's leadership is a key factor influencing employee satisfaction. The positive and significant regression coefficient indicates that the quality of leadership practices contributes significantly to increasing employee job satisfaction. This means that when the Rector demonstrates effective leadership, such as providing clear direction, support, and fairness, employees tend to feel more satisfied at work. The strength of leadership influence is relatively high, as reflected in the R-Square value of 0.717. This indicates that the Rector's leadership practices can explain most of employee satisfaction. In other words, employee satisfaction at Batanghari University is strongly influenced by the Rector's performance in his role, more than by other factors. The results of this study are in line with research by Hui & Long (2024); Sodiq et al. (2024); Barasa & Kariuki (2025), which found that leadership style has a positive effect on employee satisfaction.

These findings align with Kouzes and Posner's model, which emphasizes that the leadership is not simply a position, but a series of behavioral practices directly perceived by subordinates (Emmanuel & Valley, 2022; Y. Lee & Kim, 2022). When leaders effectively implement leadership practices, employees feel valued, supported, and engaged, which increases job satisfaction (Prentice, 2022; Tuin et al., 2021). The results also demonstrate that leadership has a strong explanatory power for employee satisfaction. From Kouzes and Posner's perspective, this reflects the effectiveness of five leadership practices: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. These practices directly shape a positive work climate, increasing employee trust, motivation, and engagement, ultimately

impacting job satisfaction. Employee satisfaction arises from perceived leadership behaviors, not just organizational policies or systems (Muhdar et al., 2022; Saks, 2022). This is consistent with Kouzes and Posner's view that effective leadership is reflected in a leader's daily interactions with subordinates, including setting an example, empowering employees, and recognizing their contributions.

From the perspective of organizational behavior theory, the results of this study provide empirical evidence that leadership behavior is a major determinant of employee attitudes and psychological responses, particularly job satisfaction. This view aligns with the basic assumptions of organizational behavior theory, which emphasizes that the interactions between individuals, groups, and organizational systems strongly influence individual behavior in organizations. According to job satisfaction theory, employee satisfaction is the result of an individual's evaluation of their work experience. Effective leadership provides role clarity, emotional support, and a sense of fairness, which are important factors in shaping employees' positive perceptions of their work (Ha & Moon, 2023). Therefore, the positive and significant influence of leadership on employee satisfaction found in this study indicates that leadership behavior can meet employees' psychological and social needs. From a motivation theory perspective in organizational behavior, leadership shapes working conditions that can increase employees' intrinsic motivation. Leadership practices that support, recognize, and empower employees can fulfill needs for esteem and self-actualization, ultimately increasing job satisfaction (Nieto, 2023). This explains why leadership has a significant contribution to employee satisfaction in this research model. In the context of social exchange theory, the relationship between leaders and employees is viewed as reciprocal. When leaders demonstrate fair, supportive behavior and value employee contributions, employees will respond with positive attitudes, including increased job satisfaction (W. R. Lee et al., 2021).

Field observations revealed that the interaction patterns between the Rector and administrative staff directly impacted the work environment. Work units led by superiors who were communicative, open to input, and provided clear direction tended to exhibit a more conducive work environment. Employees in these units appeared more cooperative, had better work morale, and displayed positive attitudes toward their work. This reflects that the Rector's effective leadership practices contribute to increased job satisfaction. Interviews with several employees also corroborated the quantitative findings. Most respondents stated that the Rector's leadership style significantly influenced their job satisfaction. Employees felt more satisfied when the Rector was fair, attentive, willing to listen to complaints, and rewarded good performance. Conversely, respondents revealed that a lack of communication and support from leadership could reduce motivation and job satisfaction, even when work facilities were adequate. Furthermore, interviews revealed that employees appreciated a Rector who empowered and involved them in decision-making, even on a modest scale. This fostered a sense of appreciation and trust, which positively impacted job satisfaction. The results of this study provide a relevant empirical context, showing that effective Rector's leadership plays a significant role in increasing job satisfaction among administrative staff at Batanghari University.

Overall, this study's findings empirically support the Kouzes and Posner model, demonstrating that effective leadership practices have a positive, significant impact on employee satisfaction. This indicates that implementing Kouzes and Posner's five leadership practices in organizations, including in higher education settings, can be an

effective strategy for improving employee job satisfaction. These findings also reinforce the view of organizational behavior theory that improving the quality of leadership behavior is a key strategy for increasing job satisfaction and creating positive organizational behavior. In practice, these findings indicate that efforts to improve employee satisfaction should focus on enhancing leadership quality. Organizational management needs to pay serious attention to developing leadership competencies, as leadership effectiveness has been shown to play a significant role in creating employee job satisfaction. From a managerial and organizational policy perspective, this study's results indicate the need for institutions to prioritize leadership development. Practice-based leadership training and development programs, as emphasized in the Kouzes and Posner model, can be implemented sustainably. Furthermore, the results of this study can also be used as a consideration in evaluating leaders' performance, particularly their ability to foster working relationships and create a conducive work environment.

Conclusions

Based on the analysis and discussion, it can be concluded that the Rector's leadership has a positive and significant effect on the satisfaction of administrative employees at Batanghari University. This finding indicates that the more effectively the Rector's leadership practices are implemented, the higher the level of employee job satisfaction. The Rector's leadership plays a strong role in explaining employee satisfaction. Thus, employee job satisfaction is strongly influenced by the leadership behaviors and practices implemented by the Rector at Batanghari University, Jambi.

This research supports and strengthens the theory of organizational behavior and the Kouzes and Posner model, both of which emphasize the importance of leadership practices in shaping employee attitudes and behaviors. The findings also confirm that job satisfaction is a response to work experiences that are directly influenced by leadership behavior. In practice, this research implies that organizations, particularly universities, need to pay close attention to leadership quality. Leaders who serve as role models, motivate, empower employees, and reward performance will create higher job satisfaction.

This study has limitations. First, the study only used one independent variable, namely leadership, so it does not fully explain other factors that can influence employee satisfaction. Second, the study's scope was limited to administrative employees at Batanghari University, so the results cannot be generalized to other organizations or institutions. Future research is recommended to include additional relevant variables, such as compensation, work environment, organizational culture, work motivation, and organizational commitment, to provide a more comprehensive picture of the factors that influence employee satisfaction. Furthermore, it is recommended that further research be conducted across different objects and sectors, both within other educational institutions and non-educational organizations, so that the results can be compared and achieve a higher level of generalization.

References

- Ahmad, M. R., & Raja, R. (2021). Employee Job Satisfaction and Business Performance: The Mediating Role of Organizational Commitment. *Vision: The Journal of Business Perspective*, 25(2), 168–179. <https://doi.org/10.1177/0972262920985949>
- Almaududi, S., Sembiring, B., & Hutabarat, Z. S. (2024). Analisis Kinerja Pengurus Dan Kualitas Pelayanan Pengaruhnya Terhadap Partisipasi Anggota Koperasi. *Jurnal*

- Review Pendidikan Dan Pengajaran (JRPP)*, 7(1), 1861–1864. <https://journal.universitaspahlawan.ac.id/index.php/jrpp/article/view/25446>
- Almaududi, S., Situngkir, S., Edward, E., & Amin, S. (2022). Clan-type organizational culture in the food and beverage industry in Jambi province. *International Journal of Research in Business and Social Science (2147- 4478)*, 10(8), 107–128. <https://doi.org/10.20525/ijrbs.v10i8.1516>
- Amissah, E. F., Blankson-Stiles-Ocran, S., & Mensah, I. (2022). Emotional labour, emotional exhaustion and job satisfaction in the hospitality industry. *Journal of Hospitality and Tourism Insights*, 5(5), 805–821. <https://doi.org/10.1108/JHTI-10-2020-0196>
- Barasa, B., & Kariuki, A. (2025). Leadership styles, managerial support and employee satisfaction of county government employees in Kenya. *Journal of Management Development*, 44(6), 730–741. <https://doi.org/10.1108/JMD-09-2024-0313>
- Boeske, J. (2023). Leadership towards Sustainability: A Review of Sustainable, Sustainability, and Environmental Leadership. *Sustainability*, 15(16), 12626. <https://doi.org/10.3390/su151612626>
- Emmanuel, S., & Valley, C. A. (2022). A Qualitative Case Study of Exemplary Principal Leadership in the United States Virgin Islands: An Application of Kouzes and Posner's Five Practices of Exemplary Leadership. *Journal of Research on Leadership Education*, 17(3), 243–264. <https://doi.org/10.1177/1942775121990054>
- Guo, W., & Chen, M. (2022). Construction of structural dimensions of organizational human capital competitive advantage. *Journal of Intellectual Capital*, 23(5), 1081–1106. <https://doi.org/10.1108/JIC-07-2020-0223>
- Ha, T.-S., & Moon, K.-K. (2023). Distributive Justice, Goal Clarity, and Organizational Citizenship Behavior: The Moderating Role of Transactional and Transformational Leadership. *Sustainability*, 15(9), 7403. <https://doi.org/10.3390/su15097403>
- Hajiali, I., Fara Kessi, A. M., Budiandriani, B., Prihatin, E., Sufri, M. M., & Sudirman, A. (2022). Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance. *Golden Ratio of Human Resource Management*, 2(1), 57–69. <https://doi.org/10.52970/grhrm.v2i1.160>
- Hui, Z., & Long, C. S. (2024). The Impact of Transformational Leadership on Employees' Job Satisfaction: A Conceptual Model. *International Journal of Academic Research in Business and Social Sciences*, 14(2). <https://doi.org/10.6007/IJARBS/v14-i2/20766>
- Hutabarat, Z. S., Wiryotinoyo, M., Masni, H., & Handayani, R. (2022). Teachers' Constraints in Organizing Learning Process for High School Students in Jambi. *AL-ISHLAH: Jurnal Pendidikan*, 14(4), 4939–4946. <https://doi.org/10.35445/alishlah.v14i4.1667>
- Jamkhaneh, H. B., Shahin, A., Parkouhi, S. V., & Shahin, R. (2022). The new concept of quality in the digital era: a human resource empowerment perspective. *The TQM Journal*, 34(1), 125–144. <https://doi.org/10.1108/TQM-01-2021-0030>
- Kambur, E., & Yildirim, T. (2023). From traditional to smart human resources management. *International Journal of Manpower*, 44(3), 422–452. <https://doi.org/10.1108/IJM-10-2021-0622>
- Kouzes, J. M., & Posner, B. Z. (2022). *The Leadership Challenge: How to Make*

- Extraordinary Things Happen in Organizations* (7th ed.). Wiley.
- Lee, W. R., Choi, S. B., & Kang, S.-W. (2021). How Leaders' Positive Feedback Influences Employees' Innovative Behavior: The Mediating Role of Voice Behavior and Job Autonomy. *Sustainability*, 13(4), 1901. <https://doi.org/10.3390/su13041901>
- Lee, Y., & Kim, J. (2022). The impacts of CEO leadership behaviors on employees' affective commitment and scouting behavior: the mediating role of symmetrical internal communication. *Leadership & Organization Development Journal*, 43(2), 261–278. <https://doi.org/10.1108/LODJ-11-2020-0501>
- Masni, H., Hutabarat, Z. S., Andriani, L., & Afriliani, D. (2021). Pengaruh Kepemimpinan dan Motivasi Berprestasi Terhadap Kinerja Guru. *Jurnal Jendela Pendidikan*, 1(04), 226–231. <https://doi.org/10.57008/jjp.v1i04.61>
- Muhdar, H. M., Maguni, W., Muhtar, M., Bakri, B., Rahma, S. T., & Junaedi, I. W. R. (2022). The Impact of Leadership and Employee Satisfaction on the Performance of Vocational College Lecturers in the Digital Era. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.895346>
- Nieto, E. S. D. (2023). The self-actualized leader and organizational sustainability. In *Leadership and Organizational Sustainability* (pp. 34–49). Routledge. <https://doi.org/10.4324/9781003371335-2>
- Prentice, S. B. (2022). Job Satisfaction or Employee Engagement: Regardless of Which Comes First, Supportive Leadership Improves Them Both. *Advances in Developing Human Resources*, 24(4), 275–285. <https://doi.org/10.1177/15234223221112504>
- Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, 32(3), 100835. <https://doi.org/10.1016/j.hrmr.2021.100835>
- Skopak, A., & Hadzaihmetovic, N. (2022). The Impact of Intrinsic Rewards on Employee Engagement in The Food Industry in Bosnia and Herzegovina. *International Journal of Business and Administrative Studies*, 8(3). <https://doi.org/10.20469/ijbas.8.10001-3>
- Sodiq, A., Ratnasari, R. T., & Mawardi, I. (2024). Analysis of the effect of Islamic Leadership and Job Satisfaction on sharia engagement and employee performance of Islamic Banks in Indonesia. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2362772>
- Sriadmitum, I., Sudarno, S., & Nyoto, N. (2023). Leadership Style, Work Environment, and Compensation on Job Satisfaction and Teacher Performance. *Journal of Applied Business and Technology*, 4(1), 79–92. <https://doi.org/10.35145/jabt.v4i1.122>
- Suratno, S., & Hutabarat, Z. S. (2023). Assessment of Soft Skill Learning Model Instruments in Interpersonal Relations of Economic Education Students. *AL-ISHLAH: Jurnal Pendidikan*, 15(3), 3639–3645. <https://doi.org/10.35445/alishlah.v15i3.1678>
- Tuin, L. van, Schaufeli, W. B., & Broeck, A. Van den. (2021). Engaging leadership: Enhancing work engagement through intrinsic values and need satisfaction. *Human Resource Development Quarterly*, 32(4), 483–505. <https://doi.org/10.1002/hrdq.21430>
- Wahyudi, L., Panjaitan, H. P., & Junaedi, A. T. (2023). Leadership Style, Motivation, and Work Environment on Job Satisfaction and Employee Performance at the Environment and Hygiene Department of Pekanbaru City. *Journal of Applied*

- Business and Technology*, 4(1), 55–66. <https://doi.org/10.35145/jabt.v4i1.119>
- Yean, T. F., Johari, J., Yahya, K. K., & Chin, T. L. (2022). Determinants of Job Dissatisfaction and Its Impact on the Counterproductive Work Behavior of University Staff. *Sage Open*, 12(3). <https://doi.org/10.1177/21582440221123289>
- Yukl, G. (1989). Managerial Leadership: A Review of Theory and Research. *Journal of Management*, 15(2), 251–289. <https://doi.org/10.1177/014920638901500207>
- Zhao, H., Zhou, Q., He, P., & Jiang, C. (2021). How and When Does Socially Responsible HRM Affect Employees' Organizational Citizenship Behaviors Toward the Environment? *Journal of Business Ethics*, 169(2), 371–385. <https://doi.org/10.1007/s10551-019-04285-7>
- Zhou, X., Rasool, S. F., Yang, J., & Asghar, M. Z. (2021). Exploring the Relationship between Despotic Leadership and Job Satisfaction: The Role of Self Efficacy and Leader–Member Exchange. *International Journal of Environmental Research and Public Health*, 18(10), 5307. <https://doi.org/10.3390/ijerph18105307>