



# The influence of transformational leadership style and situational leadership on employee job satisfaction in the population and civil registration office of Tangerang Regency

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## ABSTRACT

Transformational leadership, characterized by the development of a clear vision, providing inspiration, and fostering individual growth, is believed to influence employee job satisfaction. Situational leadership, which adapts leadership styles to different needs and situations, can also play a significant role in creating optimal job satisfaction. The objective of this research is to determine whether transformational and situational leadership styles, either individually or in combination, impact employee job satisfaction in the Department of Population and Civil Registration of Tangerang Regency. This research method collected data through questionnaires from 38 employees in the Department of Population and Civil Registration of Tangerang Regency. The results of the F-test produced an F-value of 61.149. It can be concluded that the calculated F-value of 61.149 is greater than the tabulated F-value of 3.267. Furthermore, in the T-test, the calculated T-value for variable X1 is 5.855, which is greater than the tabulated T-value of 2.030, and the calculated T-value for variable X2 is 2.764, which is also greater than the tabulated T-value of 2.030. Both variable decisions are based on a significance level of 0,000, which is smaller than 0,05. It can be concluded that both X1 and X2 have a significant impact on employee job satisfaction. Additionally based on the F-test results, it can be concluded that both variables also have a positive impact on employee job satisfaction with the calculated F-value being greater than the tabulated F-value.

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## 1. INTRODUCTION

The job satisfaction of employees plays a crucial role in enhancing their performance and productivity. Employees who feel satisfied with work tend to be more loyal, motivated, and contribute positively to an institution. Therefore, every institution should understand the factors that influence employee job satisfaction. This is also regulated in Law No. 13 of 2003 on manpower, which states that when employees' basic rights are fulfilled, employee satisfaction will also increase. Conversely, employees will not feel satisfied when their basic rights are not fulfilled.

In the scope of the Tangerang Regency Population and Civil Registration Office Institution, employee job satisfaction can become a significant issue. This office is responsible for managing information about the population and civil registration in the Tangerang Regency area. There are

several factors that affect employee job satisfaction, such as heavy workloads, a lack of recognition and incentives, limited career development opportunities, and ineffective communication and leadership.

The individual who leads plays a highly crucial role in achieving the success of an organization or institution, effective leadership can influence the performance and job satisfaction of employees and impact the attainment of organizational goals. In the context of the Civil Registration and Population Office in Tangerang Regency, the leader's role is of utmost importance in managing diverse human resources and maintaining the effectiveness of public services to the community. One element that can influence job satisfaction is leadership style. Leadership style plays a crucial role in shaping work ethics, work enthusiasm, and the level of are two leadership styles that will be examined, namely transformational leadership and situational leadership.

The actuating or the ability to move and direct each member of an organization to work according to their respective fields in achieving the goals of an organization/company plays a crucial and essential role. To achieve common goals, individuals within the organization need to set aside personal interests and embrace the concept of togetherness as a shared determination, following the leadership's guidance. With this guidance, differences in desires, preferences, wills, emotions, needs, and so on are brought together to move in the same direction. Therefore, within every organization, the differences between two individuals are utilized to achieve the same goal as part of the leadership activities (Rialmi, 2020).

In leadership literature, there are several leadership theories that have been developed, one of which is situational leadership and transformational leadership. Situational leadership emphasizes the leader's adaptation to different situations, using appropriate approaches to meet the needs of employees and maximize their performance. Meanwhile, transformational leadership focuses on leaders who can influence and motivate subordinates to reach their full potential by providing a clear vision, inspiration, and creating a supportive work environment.

Successful leadership should provide guidance to all employees in the effort to achieve an institution's goals. Without leadership, the alignment between the individual goals of each person and the institution's objectives may not be in sync, which can lead to a situation where individuals work towards their personal goals, but the institution as a whole is ineffective in achieving its goals. Leadership is an ability influenced by several factors, both internal and external. Leadership in the 21st century demands individuals to be capable of implementing planned change, possessing a vision and mission, exerting strong influence for the achievement of common goals, and even motivating colleagues. In the era of information technology like today, a leader with a strategic vision is required to navigate various changes. They must be able to think further ahead to determine a better direction for the goals (Harsono et al., 2023).

The leadership style has a strong influence on employee job satisfaction. The more appropriate the leadership style, the better the job satisfaction. Every employee working naturally hopes to gain satisfaction from their workplace. Job satisfaction is subjective as each employee will have different levels of satisfaction according to the values that apply within the individual employee. A leader plays a role in guiding and supervising the tasks performed by their employees. Furthermore, a leader who is willing to accept input, opinions, and criticisms from subordinates and is capable of engaging in interpersonal approaches with their employees can become a role model for the employees. Employees will be motivated to unleash their full potential (Wicaksana & Rachman, 2022).

Transformational leadership is a leadership model that clearly communicates its vision and objectives in a structured manner so that subordinates can identify and relate, has a strong impact on customers, motivates subordinates, and fosters creativity, working more effectively to achieve employee goals. Transformational leaders make their followers feel trust, admiration, loyalty, and respect for their leader, and they exceed what is expected of them (Jintar, 2022).

Leadership is the most crucial factor in the functioning of an organization. Transformational leadership is a leadership style where the leader is oriented towards change and motivates their subordinates to work together based on stated goals. The attitude of transformational leadership can make an organization more efficient and productive. Motivating employees to work hard, increasing

job satisfaction, surpassing targets, and nurturing their creativity are characteristics of transformational leadership (Ontologi, 2022).

Transformational leadership refers to leaders who possess charisma and play a central role in guiding the organization's strategy to achieve its goals. Additionally, transformational leaders must be able to align the future vision they create with their subordinates and meet the needs of each subordinate at a higher level than their own needs. With the influence of transformational leadership style in high employee job satisfaction, performance activities can be completed successfully, thus achieving the goals of an institution that can provide benefits to the institution.

A leadership style that focuses on its impact on how leaders strengthen attitudes of cooperation and trust, collective self-efficacy, and team learning. Transformational leaders make their followers more aware of the importance and values of their work and persuade followers not to prioritize personal interests over organizational interests, which can be seen in the respect from employees, trust, the ability to serve as role models, motivators, goal setters, creative idea generators, problem solvers, career development, creating a positive work environment, and relationships, and relationships with subordinates (Kartini & Bagus, 2021).

The transformational leadership style has four dimensions according to Pradana (2013) in (Nasution et al., 2022), which are : 1) idealized influence, characterized by a strong vision and mission that elicits respect, makes employees more optimistic, emphasizes the importance of goals, and leads the leader to instill self-confidence in employees. 2) inspirational motivation, involves a leader's capacity to serve as a role model for their employees, where the leader communicates clear goals and sets a good example for their employees. 3) intellectual stimulation, the leader's ability to eliminate employees' reluctance in providing ideas, encouraging them to be more creative in solving existing problems. 4) individual consideration, the attention given by the leader, such as providing guidance to employees, offering personal attention, and giving special consideration so that employees can develop their abilities.

According to Kreitner & Kinicki, leaders communicate the organization's vision, mission and goals clearly, thus enhancing the creativity and innovation of subordinates. Transformational leadership style is a process of influencing individuals to achieve organizational goals by prioritizing the organization's interests and setting aside personal interests (Wisnawa & Dewi, 2020).

Situational leadership theory is a further development of the concepts of behavioral and trait leadership, which were perceived as inadequate in explaining the best leadership model in different conditions. The contingency or situational approach is a concept that seeks to find a balance between the belief that there are global principles of management and organization and the belief that each institution is unique and has different circumstances, thus requiring a different leadership model. Situational leadership is a leadership approach that requires leaders to deeply understand the characteristics of each follower and the circumstances in which a specific leadership style has not been applied. This approach necessitates diagnostic skills in interpersonal relationships.

According to Thoha in (Aisyafarda & Sarino, 2019), situational leadership is a leadership style that focuses on the alignment of maturity levels. Situational leadership is formulated as the ability and willingness of individuals to take responsibility for directing their behavior related to specific tasks. In using situational leadership style, a leader needs to be able to adjust their task behavior, or the low and high intensity of their relationship behavior with subordinates, depending on the needs required to achieve success or accomplishment in the tasks being performed.

The situational approach becomes a theory that encourages leaders to understand their own behavior, especially in the Hersey-Blanchard situational leadership model. The Hersey-Blanchard Situational Leadership Model (SLM) has been used by managers in both large and small companies. SLM places more emphasis on followers and their level of maturity. Different situations should be handled differently because each situation has its own characteristics (Darmawan & Roselini, 2022).

Situational leadership style is very appealing today because with this style, a leader can always strive to balance with the conditions present within the organization and is also flexible in adapting to the readiness of followers and their work environment. This aligns with the current situation that requires a leader to be accommodating and aspirational towards their work environment. The understanding of situational leadership is 'a leadership contingency theory that

focuses on followers' readiness.' The essence of the situational leadership theory is that a leader's leadership style will vary depending on the readiness levels of their subordinates (Zulaihah, 2019).

The situational leadership theory was developed by Robert House, who proposed the expectancy theory in motivation, stating that an individual will be motivated by two expectations: their ability to perform a task and their belief that they can successfully complete the task (Nofita Sari & Kartika Sari, 2020). Situational leadership is a type of leadership that is suitable to be adopted by someone who becomes a leader at all levels or levels. By using situational leadership, a leader can take necessary actions in situations that require decisive decisions. Conversely, in conducive situations where team members work well, are organized, and trust each other, the leader can use a more democratic leadership style.

There are 4 forms of situational leadership style, namely: 1) Telling, where a task is assigned by a leader to a subordinate, where the subordinate needs to take action or refrain from acting in a specific situation. 2) Selling, providing the leader with an opportunity to engage in dialogue or discussion with their subordinates in carrying out tasks. Subordinates can ask questions, creating two-way communication. 3) Participating, involving both spiritually and emotionally an individual in an organization to take on their responsibilities. 4) Delegating, the act of entrusting a portion of the leader's work to be completed by subordinates.

Job satisfaction refers to the perceived sense of contentment or the outcomes achieved by an employee from their tasks. This is an output of evaluation that certainly motivates individuals to assess their task performance or meet all basic needs, and helps determine to what extent an individual dislikes or likes their job. Simply put, job enjoyment is explained by a comfortable working situation. On the other hand, dissatisfaction is described as an uncomfortable working situation that hinders the attainment of work values.

Employee job satisfaction will have a positive impact on the employees. Employees who are motivated at work will have high job satisfaction, allowing them to excel in every task assigned to them. The theory often associated with job satisfaction refers to the findings of Herzberg's study known as the Two-Factor Theory, which consists of hygiene factors and motivators. The basis of this theory is the idea that employees develop a positive work attitude if a job allows them to fulfill their needs (Nofita Sari & Kartika Sari, 2020).

There are several factors that influence job satisfaction, namely: 1) Need fulfillment, this model suggests that satisfaction is determined by the extent to which job characteristics provide opportunities for individuals to meet their needs. 2) Discrepancies, this model states that satisfaction is a result of meeting expectations. Meeting expectations reflects the gap between what individuals expect and what they obtain from their jobs. 3) Value attainment, The concept of value attainment suggests that satisfaction is the result of the perception that the job provides important individual work value fulfillment. 4) Equity, This model intends that satisfaction is a function of how fairly individuals are treated in the workplace. Satisfaction is the result of people's perception that the comparison between their job outcomes and inputs is relatively more favorable compared to the comparison between the outcomes and inputs of other jobs. 5) Genetic Components, This model is based on the belief that job satisfaction is partly a function of personal traits and genetic factors. The model implies that individual differences only have significant relevance in explaining job satisfaction, much like job environmental characteristics.

In its implementation, effective leadership style can result in good performance, thus influencing employees and motivating them, leading to an improvement in employee job satisfaction. However, in reality, the leadership style provided by leaders is still not effective in increasing employee job satisfaction. This research can provide data for the Department of Population and Civil Registration of Tangerang Regency to enhance employee job satisfaction. By understanding the positive or negative impacts of these factors, the leadership of the Department of Population and Civil Registration of Tangerang Regency can adjust appropriate strategies and actions to improve the leadership approach.

## **2. RESEARCH METHOD**

Quantitative research is a type of research that generates new findings that can be achieved (obtained) using statistical procedures or other quantitative (measurement) methods (Ali et al., 2022).

Research using a quantitative approach focuses more on specific phenomena in human life, namely variables. In the quantitative approach, the nature of the relationships between variables will be further analyzed using statistical tests and objective theories.

In a research study titled "The Influence of Transformational Leadership and Situational Leadership on Employee Job Satisfaction in the Civil Registration and Population Service of Tangerang Regency," quantitative statistical research was conducted to collect and present data in numerical format. In this method, the researcher used surveys to gather information from a portion of the population considered to represent a specific population. In this research, the researcher decided to use descriptive statistical techniques to gather information from a group of people and process it statistically.

The population is the entire set of objects/subjects of study, The population is not just the number present in the studied subject, but it encompasses all the characteristics or traits possessed by the subject. The error in determining the population will result in the collected data being imprecise, leading to poor quality research outcomes that are not representative and lack good generalizability (Amin et al., 2023). The population in this study was taken as a whole, consisting of 61 civil servant employees from the Population and Civil Registration Office of Tangerang Regency.

Sample is a portion or a representative that possesses characteristics representing the population. To determine or select the appropriate sample, a researcher needs a good understanding of sampling, both in terms of determining the quantity and in deciding which samples to take. Sampling technique is crucial in research as it is used to determine who the members of the population to be sampled are. Therefore, the sampling technique must be clearly described in the research plan so that it is clear and not confusing when carried out in the field (Balaka, 2022). The determination of samples in this research uses nonprobability sampling, which is a sampling technique that does not provide equal opportunities for every element to be chosen as a sample.

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

Information:

n = number of samples required

N = total population

e = the sample error rate is 10% or 0,1

### 3. RESULTS AND DISCUSSIONS

In the description, data was collected through the completion of questionnaires by 38 staff members at the Department of Population and Civil Registration of Tangerang Regency. The data used encompassed respondent identities such as age, gender, tenure, and educational background. The questionnaire consisted of 35 statements divided into three research variables: transformational leadership style (X1) with 12 statements, situational leadership style (X2) with 8 statements, and employee job satisfaction (Y) with 15 statements. After the questionnaires were completed by the respondents, the data will be processed and analyzed to obtain results in line with the research objectives.

#### Multiple Linear Regression

Table 1. Multiple Linear Regression Equation Test Results Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.013	5.749		.350	.728
Transformational Leadership (X1)	.810	.138	.644	5.855	.000
Situasional Leadership (X2)	.609	.220	.304	2.764	.009

a. Dependent Variable: Job Satisfaction (Y)

Sourcer: Primary data processed by SPSS 2023

In the Multiple Linear Regression test results table, the calculation results of the independent variables can be summarized into a model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e \quad (2)$$

$$Y = 2.013 + 0.810 (X_1) + 0.609 (X_2) + e \quad (3)$$

Information:

Y = Job Satisfaction

X1 = Transformational Leadership

X2 = Situational Leadership

e = error (presumed to be 0)

The results of the analysis, it can be concluded as follows:

The coefficient ( $\alpha$ ) has a regression coefficient of 2.013, which means that this value indicates that transformational leadership (X1) and situational leadership (X2) have a constant value of X=0, resulting in employee job satisfaction of 2.013. The regression coefficient value for the transformational leadership variable (X1) is positive, at 0.810, indicating that if transformational leadership is increased by one level, employee job satisfaction increases by one unit, resulting in a 81% increase in employee job satisfaction assuming other independent variables remain constant. The regression coefficient value for the situational leadership variable (X2) is also positive, at 0.609, meaning that by increasing the level of situational leadership by one unit, employee job satisfaction also increases by one unit. Assuming other independent variables remain constant, this leads to a 60.9% increase in employee job satisfaction.

### Coefficient of Determination (R2)

The coefficient of determination, R-squared, is a measure used to evaluate how much variable X influences variable Y. The R-squared value provides an indication of the extent of this influence. However, to obtain a more accurate estimate, R-squared is often adjusted with the R Square value.

Table 2. Test Results for the Coefficient of Determination (R2)  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted RSquare	std. Error of theEstimate
1	.882 <sup>a</sup>	.777	.765	2.253

a. Predictors: (Constant), Transformational Leadership, Situational Leadership

b. Dependent Variable: Job Satisfaction

Source: Primary data processed by SPSS 2023

The coefficient of determination indicates an R Square value of 0.777. This suggests that 77.7% of the variance in the independent variables of transformational leadership style (X1) and situational leadership style (X2) can be explained, while the remaining 22.3% is influenced by other unexamined factors in this study.

### Simultaneous F-test

The F-test is conducted to identify independent variables that have a significant impact on the dependent variable. This is achieved by comparing the calculated F-value to the tabulated F-value at a significance level of 0.05. The F-test is considered significant if the calculated F-value is greater than the tabulated F-value or if the significance level is less than 0.05.

Table 3 Simultaneous Test Results (Test F)  
ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	620.603	2	310.301	61.149	.000 <sup>b</sup>
	residual	177.608	35	5.075		
	Total	798.211	37			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Situational Leadership, Transformational Leadership

Source: Primary data processed by SPSS 2023

The F-statistic has a value of 61.149, indicating that  $F\text{-statistic} > F\text{-table}$ . The F-table calculation is done using the formula  $df_1 = \text{the number of variables} - 1$  or  $3 - 1 = 2$  and  $df_2 = n - k - 1$  or  $38 - 2 - 1 = 35$ , resulting in an F-table value of 3.267. Therefore, it can be concluded that the F-statistic value of 61.149  $>$  F-table 3.267, and the profitability has a significance value of  $0.000 < 0.05$ . Thus, the F-test indicates that employee job satisfaction is predicted by both independent variables, namely transformational leadership style and situational leadership style, together having a positive and significant impact on employee job satisfaction at the Department of Population and Civil Registration. Therefore, the first hypothesis can be accepted.

### Partial T-Test

In Partial T-testing is conducted to assess the extent of the individual influence of independent variables in explaining the dependent variable. T-testing can be performed by comparing the calculated T-value with the T-table value, while considering significance, typically set at a level of  $< 0.05$ , or if the calculated T-value exceeds the T-table value.

Table 4 Partial Test Results (t test)

Model	Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients				
	B	std. Error	Beta		
(Constant)	2.013	5.749		.350	.728
Transformational Leadership	.810	.138	.644	5.855	.000
1 Situational Leadership	.609	.220	.304	2.764	.009

a. Dependent Variable: Job Satisfaction

Source: Primary data processed by SPSS 2023

The T-table value can be obtained using the formula  $df = n - k - 1$ . In this study, a T-table value of 2.030 was used. For the transformational leadership variable (X1), the computed T-value is 5.855. Therefore, the computed T-value of 5.855  $>$  the T-table value of 2.030. The decision is based on a significance level of  $0.000 < 0.05$ . It can be concluded that transformational leadership significantly influences employee job satisfaction.

For the situational leadership variable (X2), based on the test results, the computed T-value is 2.764. Therefore, the computed T-value of 2.764  $>$  the T-table value of 2.030. The decision is based on a significance level of  $0.009 < 0.05$ . It can be concluded that situational leadership has a significant impact on employee job satisfaction.

## 4. CONCLUSION

To test the research on the Influence of Transformational Leadership and Situational Leadership on Employee Job Satisfaction in the Population and Civil Registration Office of Tangerang Regency. From the results of this study, it can be concluded that the F-test indicates that employee job satisfaction is predicted by both independent variables, namely transformational leadership style and situational leadership style, together having a positive and significant influence on employee job satisfaction at the Population and Civil Registration Office. Therefore, the first hypothesis can be accepted. This means that the transformational leadership style (X1) and situational leadership style (X2) variables have a positive impact on employee job satisfaction in the Population and Civil Registration Office of Tangerang Regency. Regarding recommendations for addressing issues related to the influence of transformational leadership and situational leadership on employee job satisfaction at the Population and Civil Registration Office of Tangerang Regency. To strengthen the foundation of this research, future readers or researchers can further this study using more detailed techniques such as in-depth interviews or direct observations. This will provide a more comprehensive understanding of the relationship between transformational and situational leadership styles and employee job satisfaction. Furthermore, future researchers can employ a longitudinal approach. A longitudinal approach can offer a more accurate insight into the changes in

transformational and situational leadership styles' impact on job satisfaction over time. A sustained study involving periodic data collection from employees over a longer period will provide insights into the long-term effects of various leadership styles on job satisfaction.

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