

THE INFLUENCE OF LEADERSHIP EFFECTIVENESS AND INTRINSIC COMPENSATION ON THE JOB SATISFACTION OF MT SUN APOLLON'S BOAT CHILDREN (ABK)

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ABSTRACT

Effectiveness leadership measured based on ability leader in motivate, support, and facilitate achievement objective together, temporarily compensation intrinsic involve satisfaction obtained from internal factors such as achievement personal, challenge, and autonomy in work. Study This aim for analyze influence effectiveness leadership and compensation intrinsic to satisfaction Ship Crew (ABK) work at MT Sun Apollon Research methods use approach quantitative with data collection via distributed questionnaires to ABK MT Sun Apollon sample. With amount respondents as much 65 people. Data processing using the SPSS application Research results This is Effectiveness Leadership and Compensation Intrinsic influential positive No significant to Satisfaction Work Influence Effectiveness Leadership and Compensation Intrinsic in a way together influential No significant to Satisfaction

Keywords: Leadership, Extrinsic Compensation, Job Satisfaction.

1. INTRODUCTION

Human Resources (HR) are element crucial in organizations, including in sectors service health and work of Ship Crew (ABK). HR now considered as asset worth or "Human Capital" can developed, right? simply burden. Good quality of human resources makes it easier achievement objective organization, because performance individual influence overall performance organization. Satisfaction work, which is influenced by compensation and leadership, plays a role important in determine performance employee (Ruseno et al., 2022) . Compensation covers aspect financial and non- financial, meanwhile leadership influence environment work and motivation.

Leadership behavior shows a leader's confidence in the abilities of his subordinates, meaning that leadership behavior is strategic behavior as a result of a combination of philosophy, skills, traits, attitudes, which a leader often applies in influencing his subordinates, for this reason the most appropriate leader behavior is behavior that can maximize productivity, job satisfaction, growth, and easily adapt to all conditions and situations that occur (Samukri et al., 2022) . Therefore, it can be seen that compensation and leadership are two factors that can influence employee satisfaction which have an impact on employee work performance/achievement.

Study This motivated with results study previously from (Junaidi et al., 2023) who researched about leadership influential to satisfaction work, that a leader become decider future direction can taken example by his subordinates state when leadership the more Good so will impact on improvement performance employees. Whereas results study (Jaya et al., 2022) who researched about leadership Where that the leadership style in the South Sulawesi Regional Police is not so give meaningful impact to performance Personnel Mobile Brigade. This matter caused Because in influence performance Personnel Brimob must There is motivation high work from in self Personnel Brimob like level persistence and level business owned by Personnel Brimob nor motivation given by a person leader so that impact on performance Personnel Mobile Brigade. In line with results research from (Sari & Martha, 2022) Where Leadership influential negative towards Teacher performance Reason for rejection is Because every agency or company have a clear system operating procedure (SOP). as well as exists distribution duties and responsibilities clear answer make the system work Already walk with Good without exists strict supervision from leadership, so leadership No influential significant to teacher performance.

Whereas style leadership influenced by intrinsic compensation. Study about Intrinsic compensation is carried out by (Laia et al., 2023) that intrinsic compensation has an effect to satisfaction work, form award or satisfaction obtained individual from in self they Alone as results from work them, no from factor external like wages or allowance. This is related with factors that provide a sense of satisfaction and personal meaning to work done Focus main is identify influence compensation and effectiveness leadership to satisfaction work, remember exists complaint related nonconformity salary and understanding leader to problems in the field. Research by (Leitão et al., 2022) show that the Reward System (RS) has influence positive straight to Motivation Intrinsic (IM) and Motivation Extrinsic (EM), however its influence towards Job Satisfaction (JS) is No direct through effect mediation motivation. Clarity about promotion, criteria promotion, and recognition on remuneration in the hospital plays a role important. IM and EM directly positive affecting JS, confirmed that factor motivation Intrinsic and extrinsic are very influential satisfaction Work employee. Research result This show necessity company for improve employee IM and EM through effective leadership and RS for improve JS. Employee feel satisfied when work they interesting and satisfying, so company must be designing style leadership and RS for strengthen motivation and satisfaction Work use increase Power competitive.

The previous research described above, the results were still inconsistent. So the researchers conducted research again on the leadership style and intrinsic compensation of MT Sun Apolon crew members who were dissatisfied, based on two main things regarding Intrinsic Compensation and Leadership Effectiveness which were felt directly by the members. Based on the description above, researchers are interested in conducting research on the influence of Leadership Effectiveness and Intrinsic Compensation on the job satisfaction of MT Sun Apolon Crew Members (ABK).

2. LITERATURE REVIEW

Job satisfaction

According to (Taurisa, 2012) satisfaction is level feeling someone appears after compare perceived performance with his hope. Level of satisfaction depending on the differences between perceived performance and expectations. For understand satisfaction customers, us need consider three aspect main: first, fulfillment need base customer; second, fulfillment hope customers who require it product or service in accordance with desired standard. According to (Abdurokhim, 2020) leadership is ability influence other people's behavior to cooperate reach objective certain.

Intrinsic Compensation

According to Tickner & Button, (2020) and (Leitão et al., 2022) Compensation, or reward/reward, no only form wages or wages from a organization. Compensation shared into two types main:

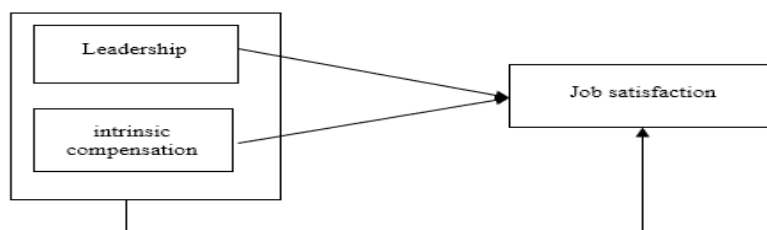
- a. Compensation Live:** This is it form awards in the form of wages or wages still paid in a way regular, fine in form of cash nor in kind, as rewards for services provided by employees.
- b. Indirect Compensation:** This includes benefit extra outside wages fixed, such as THR, Christmas allowance, guarantee health, holidays and leave. Compensation No direct is a diverse rewards program, providing part profit addition to employee.

Research Hypothesis

A hypothesis is a rational assumption as a temporary answer to a problem whose truth still needs to be tested scientifically. From the problems stated above, the following research hypothesis can be made:

1. There is an influence between the Intrinsic Compensation provided by the organization on the job satisfaction of the Ship Crew (ABK) of the MT Sun Apolon Ship.
2. There is an influence between Leadership Effectiveness on the Job Satisfaction of Crew Members (ABK) of the MT Sun Apolon Ship.
3. There is an influence between Leadership Effectiveness and Intrinsic Compensation together on the Job Satisfaction of Crew Members (ABK) of the MT Sun Apolon Ship.

Figure : Framework



3. RESEARCH METHODOLOGY

Study This own coverage limited Because limitations source Power such as funds, time, and literature scientific. Focus study is on Satisfaction Work is influenced by two variables Main: Effectiveness Leadership and Compensation Intrinsic. By schematic, research This explore How second variable the influence satisfaction Ship Crew (ABK) work. With small population, namely 65 people, research This will use sample from group the for analysis

4. ANALYSIS AND DISCUSSION RESULTS

Data Analysis Results

Research Hypothesis Testing

Relationship between Leadership Effectiveness (X1) and Job Satisfaction (Y)

Table 1. Significance Test and Regression Linearity Test ($\hat{Y} = 27.718 + 0.229 X1$)

Sumber Variasi	Jumlah Kuadrat	df	Rata-rata Kuadrat	F _{hitung}	F _{kriteria}	
					0,05	0,01
Regression	483.201	1	483.201	7.259**	3,92	6,84
Sisa	7854.766	118	66.566			
Total	8337.967	119				
DeIV.of Linear	2288.462	32	71.514	1.105 n.s	1,60	1,94
Within Groups	5566.303	86	64.724			
Total	8337.967	119				

** = regresi sangat berarti (F_{hitung} = 7,259 > F_{kriteria} = 6,84)

n.s.= regresi berbentuk linier (F_{hitung} = 0,633 < F_{kriteria} = 1,94)

Source: author's data processing

Table 1 can be explained as follows: First, to test the significance of the regression, it shows that F_{count} (7.259) > F_{criteria} (0.99; 1; 118) (6.84). Therefore, the regression equation is very meaningful (significant). Second, the regression linearity test shows that F_{count} (1.105) < F_{critierion} (0.99; 32; 86) (1.94). Therefore, the regression equation is linear. Based on these two tests, it can then be concluded that the functional relationship shown by the regression equation $\hat{Y} = 27.718 + 0.229 X1$, is very meaningful and linear. This simple linear regression equation states that every 1 increase in the Leadership Effectiveness variable score (X1) will affect the increase in the Job Satisfaction variable (Y) by 0.229, at a constant of 27.718.

A simple linear regression equation which states the influence of the Leadership Effectiveness variable (X1) on the Job Satisfaction variable (Y), can be depicted as shown in Figure 2, as follows:

Figure 2. Regression Equation ($\hat{Y} = 27.718 + 0.229 X1$)
Work Satisfaction



Source: author's data processing

Next, to find out the nature of the relationship and the strength of the relationship between the Leadership Effectiveness variable (X1) and the Job Satisfaction variable (Y), it can be explained in Table 2 below.

Table 2. Test of the Significance of the Correlation Coefficient between Leadership Effectiveness (X1) and Job Satisfaction (Y)

Koefisien		t _{hitung}	t _{kriteria}	
r _{y1}	r _{y1} ²		0,05	0,01
0,241	0,058	7,117**	1,671	2,358

** = koefisien korelasi sangat berarti (t_{hitung} = 7,117 > t_{kriteria} = 2,358)

Source: author's data processing

Table 4.13 can be explained as follows: First, the nature of the relationship and the strength of the relationship between the Leadership Effectiveness variable (X1) and the Job Satisfaction variable (Y) is shown by the positive correlation coefficient (r_{y1} = 0.241). Second, testing the significance of the correlation coefficient shows that t_{count} (7.117) > t_{criterion} (0.99;118) (2.358). Therefore, the correlation coefficient (ry1) is very meaningful. Based on these two tests, it can be concluded that the relationship between the Leadership Effectiveness variable (X1) and the Job Satisfaction variable (Y) is positive, very significant, and at a weak level. This relationship shows that even at a weak response level, if the Leadership Effectiveness variable (X1) increases, then the Job Satisfaction variable (Y) also increases. Conversely, if the Leadership Effectiveness variable (X1) decreases, then the Job Satisfaction variable (Y) also decreases.

Third, the contribution of the Leadership Effectiveness variable (X1) to the Job Satisfaction variable (Y) is shown by the coefficient of determination (r_{y1.2}) of 0.241 = 5.8%. This means that 5.8% of the variance in the Job Satisfaction variable (Y) can be determined by the Leadership Effectiveness variable (X1).

Table 3. Test of the Significance of the Partial Correlation Coefficient between Leadership Effectiveness (X1) and Job Satisfaction (Y) by controlling for Intrinsic Compensation (X2)

Koefisien		t _{hitung}	t _{kriteria}	
r _{y1.2}	r _{y1.2} ²		0,05	0,01
0,143	0,345	1,566**	1,671	2,390

** = koefisien korelasi tidak berarti (t_{hitung} = 1,566 < t_{kriteria} = 2,390)

Source: author's data processing

Table 4 can be explained as follows: First, the nature of the relationship and the strength of the relationship between the Leadership Effectiveness variable (X1) and the Job Satisfaction variable (Y) by controlling the Intrinsic Compensation variable (X2) is shown by the positive partial correlation coefficient (ry1.2 = 0.143). Second, testing the significance of the partial correlation coefficient shows that t_{count} (1.566) < t_{criterion} (0.99; 118) (2.390). Therefore, the partial correlation coefficient (ry1.2) is meaningless. Based on these two tests, it can be concluded that the relationship between the Leadership Effectiveness variable (X1) and the Job Satisfaction variable (Y) by controlling the Intrinsic Compensation variable (X2) is not significant.

Third, the contribution of the Leadership Effectiveness variable (X1) to the Job Satisfaction variable (Y) by controlling the Intrinsic Compensation variable (X2) is shown by the coefficient of determination (ry1.22) of 0.140 = 14%. This means that by controlling the Intrinsic Compensation variable (X2), 14% of the variance in the Job Satisfaction variable (Y) can be determined by the Leadership Effectiveness variable (X1). However, the contribution of the Leadership Effectiveness variable (X1) to Job Satisfaction (Y) can be ignored.

Relationship Between Intrinsic Compensation (X2) and Job Satisfaction (Y)

The functional relationship between the Intrinsic Compensation variable (X2) and the Job Satisfaction variable (Y), is shown by the linear regression equation: $\hat{Y} = 27.608 + 0.291 X_2$. The significance and linearity test of the regression can be explained in Table IV.15, below.

Table 4. Significance Test and Regression Linearity Test ($\hat{Y} = 27.608 + 0.291 X_2$)

Table IV.15., can be explained as follows: First, to test the significance of the regression, it shows that the calculated $F (5.511) > F_{\text{criterion}} (0.99; 1; 118) (6.85)$. Therefore, the regression equation is very meaningful (significant). Second, the regression linearity test shows that $F_{\text{count}} (1.408) < F_{\text{criterion}} (0.99; 24; 94) (1.98)$. Therefore, the regression equation is linear. Based on these two tests, it can then be concluded that the functional relationship shown by the regression equation $\hat{Y} = 27.608 + 0.291 X_2$, is very meaningful and linear. This simple linear regression equation states that every 1 increase in the score of the Intrinsic Compensation variable (X2) will affect the increase in the Job Satisfaction variable (Y) by 0.291, at a constant of 27.608.

Next, to find out the nature of the relationship and the strength of the relationship between the Intrinsic Compensation variable (X2) and the Job Satisfaction variable (Y), it can be explained in Table 4 below.

Table 4. Significance Test Coefficient Correlation Partial between Compensation Intrinsic (X2) and Satisfaction Work (Y) with control Effectiveness

Koefisien		t_{hitung}	t_{kriteria}	
r_{y2}	r_{y2}^2		0,05	0,01
0,211	0,045	6,139**	1,658	2,358

** = koefisien korelasi sangat berarti ($t_{\text{hitung}} = 6,139 > t_{\text{kriteria}} = 2,358$)

Source: author's data processing

Table 5. can be explained as follows: First, the nature of the relationship and the strength of the relationship between the Intrinsic Compensation variable (X2) and the Job Satisfaction variable (Y) is shown by the positive correlation coefficient ($r_{y2} = 0.211$). Second, testing the significance of the correlation coefficient shows that $t_{\text{count}} (6.139) > t_{\text{criterion}} (0.99; 118) (2.358)$. Therefore, the correlation coefficient (r_{y2}) is very meaningful. Based on these two tests, it can be concluded that the relationship between the Intrinsic Compensation variable (X2) and the Job Satisfaction variable (Y) is positive, very significant, and at a weak level. Although this relationship shows that at a weak response level, if the Intrinsic Compensation variable (X2) rises, then the Job Satisfaction variable (Y) also rises. Conversely, if the Intrinsic Compensation variable (X2) decreases, then the Job Satisfaction variable (Y) also decreases.

Third, the contribution of the Intrinsic Compensation variable (X2) to the Job Satisfaction variable (Y) is shown by the coefficient of determination (r_{y2}^2) of $0.045 = 4.5\%$. This means that 4.5% of the variance in the Job Satisfaction variable (Y) can be determined by the Intrinsic Compensation variable (X2).

The next step is to find out the nature of the relationship and the strength of the relationship between the Intrinsic Compensation variable (X2) and the Job Satisfaction variable (Y) if the Leadership Effectiveness variable (X1) is taken into consideration. The relationship between the Intrinsic Compensation variable (X2) and Job Satisfaction (Y) by controlling the Leadership Effectiveness variable (X1) produces a partial correlation coefficient ($r_{y2.1} = 0.082$). The test of the significance of the partial correlation coefficient can be explained in Table 6, below.

Table 5. Significance Test Coefficient Correlation Partial between Compensation Intrinsic (X2) and Satisfaction Work (Y) with control Effectiveness

Koefisien		t_{hitung}	t_{kriteria}	
$r_{y2.1}$	$r_{y2.1}^2$		0,05	0,01
0,082	0,079	0,886 .s	1,671	2,390

n.s = koefisien korelasi berarti ($t_{\text{hitung}} = 0,886 < t_{\text{kriteria}} = 1,671$)

Source: data from researchers

Table 6 shows that the multiple regression significance test shows that $F_{count} (4.015) > F_{criterion} (0.99; 2; 117) (4.78)$. Therefore, the multiple regression equation is very meaningful (significant). Based on this test, it can then be concluded that the functional relationship shown by the multiple regression equation $\hat{Y} = 25.419 + 0.170 X1 + 0.139 X2$, is very significant. The double linear regression equation states that every 1 increase in the Leadership Effectiveness variable score (X1) will affect the increase in the Job Satisfaction variable (Y) by 0.170, and every 1 increase in the Intrinsic Compensation variable score (X2) will affect the increase in the employee attitude variable towards work (Y) of 0.139, at a constant of 25.419.

Table 6. Test of the Significance of Multiple Correlation Coefficients between Leadership Effectiveness (X1) and Intrinsic Compensation (X2) with Job Satisfaction (Y)

Koefisien		F _{hitung}	F _{kriteria}	
R _{y12}	R _{y12} ²		0,05	0,01
0,253	0,064	4,015**	3,07	4,78

** = koefisien korelasi ganda sangat berarti (F_{hitung} = 4,015 > F_{tabel} = 4,78)

Source: data from researchers

Table 7 shows that connection between variable Effectiveness Leadership (X1) and Compensation Intrinsic (X2) automatically simultaneously with variable Satisfaction Work (Y) has coefficient correlation double of 0.253, which is positive. Testing meaningfulness coefficient correlation double show that mark Fcount (4.015) is more big from Fcriterion (4.78), indicates that connection that means a lot although weak. It means If Effectiveness Leadership and Compensation Intrinsic increase in a way Simultaneously, satisfaction Work will too increases, and vice versa. Contribution second variable the to Satisfaction Work, which is measured with coefficient determination (Ry122), is by 6.4%, shows that variable Effectiveness Leadership and Compensation Intrinsic in a way together explains 6.4% of variation in Satisfaction Work.

Table 7. Ranking of the Correlation Coefficient and Determination Coefficient of each Independent Variable on the Dependent Variable

Peringkat	Variabel Bebas	No	Koefisien		Persen
			R (r)	R ² (r ²)	
	X ₁ dan X ₂ dengan Y	1	0,253	0,064	6,4
	X ₁ dan Y	2	0,241	0,058	5,8
	X ₂ dan Y	3	0,211	0,045	4,5

Source: author's data processing

Table 8 shows that: First, the joint relationship between the Leadership Effectiveness variable (X1) and the Intrinsic Compensation variable (X2) with the Job Satisfaction variable (Y), is ranked first with a correlation coefficient (ry12) = 0.253 and a coefficient of determination (Ry122) = 0.064 = 6.4%. Second, the relationship between the Leadership Effectiveness variable (X1) and the Job Satisfaction variable (Y), is ranked third, with a correlation coefficient (ry1) = 0.241 and a coefficient of determination (ry12) = 0.058 = 5.8%. Third, the relationship between the Intrinsic Compensation variable (X2) and the Job Satisfaction variable (Y) is ranked second, with a correlation coefficient (ry2) = 0.211 and a coefficient of determination (ry22) = 0.045 = 4.5%.

Discussion

Research result This is Effectiveness Leadership influential positive No significant to Satisfaction Work effectiveness leadership Possible No evenly between leader or No consistent in apply practice effective leadership. Inequality This can reduce impact expected positive to satisfaction Work. Other factors in place work, like condition physique environment, relationships between colleague work, or pressure work, maybe more dominant in influence satisfaction Work than effectiveness leadership. Employee Possible own high hopes related leadership that does not always can fulfilled. When hope This No fulfilled, though leadership considered effective, satisfaction Work still affected in a way negative. Effectiveness leadership often measured in a way subjective, and assessment This Possible No fully reflect influence Actually to satisfaction Work. The measurement method is not adequate Can influence results. There are other possible factors own influence more big to satisfaction Work compared to with effectiveness leadership, like compensation, opportunity for develop, or balance work-life. This matter in line with results study from (Nesa et al., 2024) , (Jarot Prianggono, 2022) .

Research result This is Compensation Intrinsic influential positive No significant to Satisfaction Work Compensation intrinsic is one of the form Lots influencing factors satisfaction Work. Other factors such as compensation extrinsic, environmental work, opportunities development career, and balance work-life Possible own more impact big to satisfaction Work compared to with compensation intrinsic. Compensation intrinsic, which includes satisfaction from achievement, challenge, and autonomy, perhaps No measured with enough way comprehensive. Measurements are not complete or subjective can influence results study. Employee Possible own different expectations about compensation intrinsic. If hope This No fulfilled or No in accordance with reality, though compensation intrinsic considered positive, impact to satisfaction Work Can become not enough significant. Study This in accordance with results study from (Hoang et al., 2023) (Luvita, 2021).

Influence Effectiveness Leadership and Compensation Intrinsic in a way together influential no significant to Satisfaction Research result This state that effectiveness leadership and intrinsic compensation simultaneous influential No significant to satisfaction Work. Effectiveness Leadership and Compensation Intrinsic Possible No interact with Good in the same context, or Possible No own mutual effects strengthen. Combination from second variable This Possible No create significant impact to Satisfaction Work If both of them No each other support optimally. Employee Possible own different expectations and perceptions about effectiveness leadership and compensation intrinsic. If perception This No aligned with fact or No in accordance with hope, impact to satisfaction Work Can become not enough significant. Factors like condition economics, culture organization, and labor market situation can influence satisfaction work and maybe more dominant than influence combined from Effectiveness Leadership and Compensation Intrinsic. Research result This in line with (Rosalina & Wati, 2020), (Sulaeman, 2019).

5. CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

Conclusion

Analysis to results withdrawn a number of conclusion as following Effectiveness Leadership and Compensation Intrinsic influential positive No significant to Satisfaction Work Influence Effectiveness Leadership and Compensation Intrinsic in a way together influential No significant to Satisfaction

Research Limitations

Study This focuses on two factors main influence satisfaction work: Effectiveness Leadership and Compensation Extrinsic. Although Lots factor others, both internal (eg characteristics individuals and groups) as well as external (eg environment family and social), can also influence satisfaction work, research This limit analysis only on the second variable the for convenience.

Instrument study own a number of shortage, because No reflect universal sizes and dimensions variable in a way comprehensive consequence variation theories, models, and limitations time as well as literature. Every variable measured with 15 statements, which are considered not enough adequate, and a long questionnaire can cause fatigue respondents as well as influence quality response. Study more deep Possible required for overcome lack of in

Suggestion

Based on results study about satisfaction work on the MT Sun Apollon ship, several step repair recommended: Evaluate and improve leadership with focus on achievement target, attitude employee to leadership, and contribution leader in group. Review and improve compensation, incl wages, salaries, incentives, allowances and facilities provided to employee. Beyond leadership and compensation, consider factors addition like facilities, infrastructure, environment work, competence, culture organization, climate work, and style leadership. Do study more carry on for explore factors possible additions influence satisfaction Work in a way significant

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