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Page count: 8  
Word count: 3,298  
Character count: 18,355  
Submission date: 26-Aug-2024 02:01 PM (UTC+0700)  
Submission ID: 2438241348

**Jamanika**

Jurnal Manajemen Bisnis dan Kewirausahaan  
DOI: 10.22219/jamanika.v2i04.2.3805  
Jamanika December 2022 Vol.02 No.04

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**The Effect of Islamic Leadership on Employee Performance Mediated by Job Satisfaction**

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**Abstract**  
*This study aims to determine how the influence of Islamic leadership on employee performance, to determine the effect of job satisfaction on employee performance, and to determine whether job satisfaction plays a role in mediating Islamic leadership on employee performance. This research was conducted on the workforce of the Lamajang Islamic Hospital with a total of 68 respondents. Sampling technique uses a saturated sampling technique and data collection using a questionnaire. The data analysis using SEM-PLS. The results of this study indicate that Islamic leadership has an effect on employee performance, Islamic leadership has an effect on job satisfaction, job satisfaction has no effect on employee performance, and Islamic leadership has a role in mediating job satisfaction on employee performance.*

**Keywords:** Islamic leadership, job satisfaction, employee performance

**Abstrak**  
Penelitian ini bertujuan untuk mengetahui bagaimana pengaruh kepemimpinan Islami terhadap kinerja karyawan, untuk mengetahui pengaruh kepuasan kerja terhadap kinerja karyawan, dan untuk mengetahui apakah kepuasan kerja berperan memediasi kepemimpinan Islami terhadap kinerja karyawan. Penelitian ini dilakukan pada tenaga kerja Rumah Sakit Islam Lumajang dengan jumlah responden sebanyak 68 orang. Teknik pengambilan sampel menggunakan teknik sampling jenuh dan pengumpulan data menggunakan kuesioner. Analisis data menggunakan SEM-PLS. Hasil penelitian ini menunjukkan bahwa kepemimpinan Islami berpengaruh terhadap kinerja karyawan, kepemimpinan Islami berpengaruh terhadap kepuasan kerja, kepuasan kerja tidak berpengaruh terhadap kinerja karyawan, dan kepemimpinan Islami berperan memediasi kepuasan kerja terhadap kinerja karyawan.

Kata kunci: kepemimpinan islami, kepuasan kerja, kinerja karyawan

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**INTRODUCTION**  
Islamic leadership is a leader behavior that is used when someone wants to influence others. Various kinds of Islamic leadership can be used by a leader to influence and motivate his subordinates, so as to improve the performance of his subordinates in doing work. Islamic leadership in an organization is obtained based on Islamic sources which are then applied in the organization through Islamic beliefs and practices based on the Qur'an and Sunnah. A spiritually based leader will assume that the world is a journey in planting seeds of goodness that will be harvested in the hereafter. Islamic leadership applied the leadership will have an impact on employee performance.


Article info  
Received 15/11/2022  
Revised 09/12/2022  
Accepted 13/12/2022  
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## The Effect of Islamic Leadership on Employee Performance Mediated

 Rizky Febriani

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## The Effect of Islamic Leadership on Employee Performance Mediated by Job Satisfaction

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### Abstract

*This study aims to determine how the influence of Islamic leadership on employee performance, to determine the effect of job satisfaction on employee performance, and to determine whether job satisfaction plays a role in mediating Islamic leadership on employee performance. This research was conducted on the workforce of the Lumajang Islamic Hospital with a total of 68 respondents. Sampling technique uses a saturated sampling technique and data collection using a questionnaire. The data analysis using SEM-PLS. The results of this study indicate that Islamic leadership has an effect on employee performance, Islamic leadership has an effect on job satisfaction, job satisfaction has no effect on employee performance, and Islamic leadership has a role in mediating job satisfaction on employee performance.*

**Keywords:** *Islamic leadership, job satisfaction, employee performance*

### Abstrak

Penelitian ini bertujuan untuk mengetahui bagaimana pengaruh kepemimpinan Islami terhadap kinerja karyawan, untuk mengetahui pengaruh kepuasan kerja terhadap kinerja karyawan, dan untuk mengetahui apakah kepuasan kerja berperan memediasi kepemimpinan Islami terhadap kinerja karyawan. Penelitian ini dilakukan pada tenaga kerja Rumah Sakit Islam Lumajang dengan jumlah responden sebanyak 68 orang. Teknik pengambilan sampel menggunakan teknik sampling jenuh dan pengumpulan data menggunakan kuesioner. Analisis data menggunakan SEM-PLS. Hasil penelitian ini menunjukkan bahwa kepemimpinan Islami berpengaruh terhadap kinerja karyawan, kepemimpinan Islami berpengaruh terhadap kepuasan kerja, kepuasan kerja tidak berpengaruh terhadap kinerja karyawan, dan kepemimpinan Islami berperan memediasi kepuasan kerja terhadap kinerja karyawan.

Kata kunci: kepemimpinan islami, kepuasan kerja, kinerja karyawan

## INTRODUCTION

Islamic leadership is a leader behavior that is used when someone wants to influence others. Various kinds of Islamic leadership can be used by a leader to influence and motivate his subordinates, so as to improve the performance of his subordinates in doing work. Islamic leadership in an organization is obtained based on Islamic sources which are then applied in the organization through Islamic beliefs and practices based on the Qur'an and Sunnah. A spiritually based leader will assume that the world is a journey in planting seeds of goodness that will be harvested in the hereafter. Islamic leadership applied the leadership will have an impact on employee performance.

### Article info

Received (15/11/2022)

Revised (10/12/2022)

Accepted (13/12/2022)

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Sedarmayanti (2011) states that performance is the achievement or achievement of a person with regard to the task given to him. Moeheriono (2012) states that performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing an organization's goals, vision, and mission as outlined through an organization's strategic planning.

Another factor that can affect employee performance is job satisfaction. Job satisfaction is a feeling felt by employees in carrying out their work. Job satisfaction will create a pleasant feeling that will make employees motivated in completing their work. Conversely, if employees feel dissatisfied, employees will be lazy in carrying out their duties so they will not achieve company goals (Arianty, 2016).

To improve employee performance, Islamic leadership can provide service principles for employees, such as security, openness, efficiency, and equitable justice. Leadership is also able to channel and support the behavior of employees to want to work hard, be responsible, and enthusiastic to achieve maximum results so as to provide job satisfaction for employees. Based on initial observations, there is a phenomenon that leadership interacts less with employees such as providing direction in evaluating performance and lacking in providing solutions for employees who have decreased performance. One of the indications is the decrease in enthusiasm and passion for work as indicated by high levels of absenteeism, resulting in decreased employee performance. This is supported by the increasing number of employees who do not come to work for various reasons in addition to the frequent employees who arrive late also add a strong indication of a decline in employee performance. Therefore, the occurrence of conflicts among employees in the service process such as the tug of war between duties and responsibilities. This problem was immediately evaluated by the hospital management so as not to cause a bigger problem.

## LITERATURE REVIEW

Wijayanti & Wadji (2012) state that Islamic leadership is leadership that always adheres to or is based on the provisions or teachings contained in the Qur'an and Hadith. Meanwhile, according to Chaniago (2010) Islamic leadership uses high intelligence, Islamic abilities are able to read, interpret and assess situations and conditions that develop in society which will be used to act based on their intelligence and feelings. According to Hasibuan (2017). Job satisfaction is an emotional attitude or feeling that is pleasant and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside of work, and a combination of inside and outside work. Factors that affect job satisfaction are: compensation and working conditions, work-life balance, being respected and recognized. Job security, challenges and job growth. The indicators used are as follows: salary, promotion, supervision or supervision, colleagues and the work itself. According to Afandi (2018) performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. Factors that affect employee job satisfaction are: education and health, nutrition or nutrition and health, talent or subordinates, job opportunities, management opportunities, motivation or willingness and government policies. The indicators used are as follows: work quality, quantity, timing, effectiveness and independence.

Based on Budisuharto's research (2013) which obtained significant results from the influence of Islamic leadership on employee performance. Rehman, et al (2013) which proves that Islamic leadership has a strong influence and a significant positive effect on job satisfaction. Therefore, hypothesis of this study is:

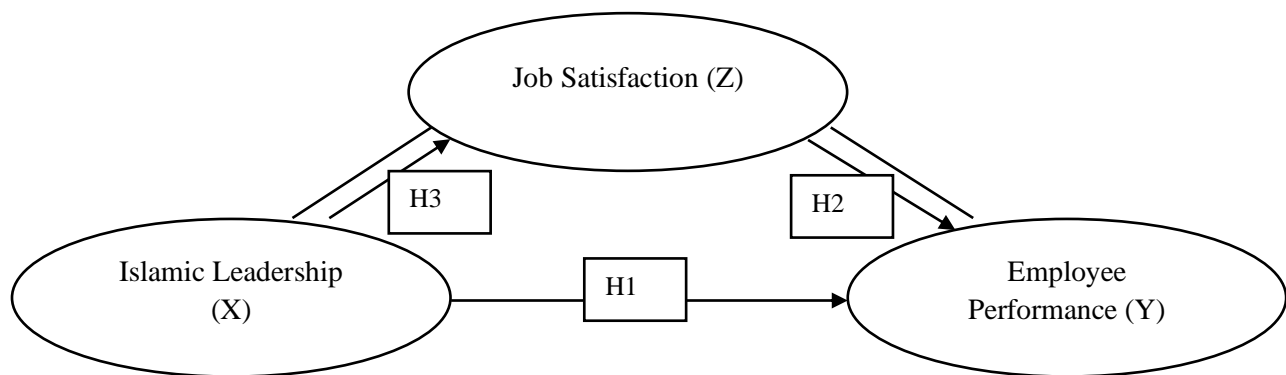
**H1:** Islamic leadership has an effect on employee performance

**H2:** Islamic leadership has an influence on employee job satisfaction

Based on Hartanto's research (2014) the results showed that there was a significant effect on employee performance on job satisfaction. Based on research by Bintaro and Daryanto (2017), it says that Islamic leadership variables through the mediation of job satisfaction indirectly affect employee performance. Leadership possessed by leaders can become role models for their employees thereby influencing employees to improve the quality of their performance, so that there is a separate job satisfaction for employees which causes them to be motivated to become better individuals. Islamic leadership leadership and performance. Then the hypothesis of this study is:

**H3:** Employee job satisfaction affects employee performance.

**H4:** Job satisfaction mediates the relationship between Islamic leadership and employee performance.



**Figure 1.** Research Framework

## RESEARCH METHODS

This research was conducted at the Lumajang Islamic Hospital which is located at Jl. Kyai Muksin No.19, District, Lumajang, Lumajang Regency, East Java 67312. Using quantitative research, the population and sample in this study were the employee of the Lumajang Islamic Hospital totaling 68 people. The sampling technique in this study used a saturated sampling technique. Determination of research variables using a 5-point Likert scale. The types and sources of data used in this study are primary data. The data collection method in this study was using a questionnaire. The analysis technique used is scale range analysis and uses Path analysis using the SmartPLS (*Partial Least Square*) program.

## RESULTS AND DISCUSSION

Characteristics of respondents are used to describe all the data obtained from the results of the study, amounting to 68 workers at the Lumajang Islamic Hospital. Characteristics of respondents in this study include gender, age, last education and length of work.

**Table 1.** Characteristics of Respondents

| Information | Items  | Respondents | Percentage |
|-------------|--------|-------------|------------|
| Gender      | Male   | 34          | 50%        |
|             | Female | 34          | 50%        |

| Information | Items       | Respondents | Percentage |
|-------------|-------------|-------------|------------|
| Age         | >25 years   | 15          | 22.1%      |
|             | 26-30years  | 17          | 25%        |
|             | 31-35 years | 13          | 19.1%      |
|             | 36-40 years | 12          | 17.6%      |
| Tenure      | >40 years   | 11          | 16.2%      |
|             | < 2 years   | 8           | 11.8%      |
|             | 2 - 5 years | 12          | 17.6%      |
|             | 6 -9 years  | 24          | 35.3%      |
|             | 10 – 15     | 18          | 26.5%      |
|             | >15 years   | 6           | 8.8%       |

**Table 2.** Validity Test Results

| Variable                    | Indicator<br>Items | Outer<br>Loading | AVE   | Information |
|-----------------------------|--------------------|------------------|-------|-------------|
| Islamic Leadership (X)      | X1                 | 0.770            | 0.609 | Valid       |
|                             | X2                 | 0.759            |       | Valid       |
|                             | X3                 | 0.811            |       | Valid       |
|                             | X4                 | 0.781            |       | Valid       |
| Employee Performance<br>(Y) | Y1                 | 0.845            | 0.603 | Valid       |
|                             | Y2                 | 0.790            |       | Valid       |
|                             | Y3                 | 0.735            |       | Valid       |
|                             | Y4                 | 0.915            |       | Valid       |
|                             | Y5                 | 0.824            |       | Valid       |
| Job Satisfaction (Z)        | Z1                 | 0.738            | 0.678 | Valid       |
|                             | Z2                 | 0.724            |       | Valid       |
|                             | Z3                 | 0.780            |       | Valid       |
|                             | Z4                 | 0.844            |       | Valid       |
|                             | Z5                 | 0.786            |       | Valid       |

Based on table 2 above, it shows that the *outer loadings* and AVE values of all items/indicators are declared valid and meet the conditions, *outer loadings* > 0.05 and AVE values > 0.05 and valid variables. These results indicate that these values have met the specified requirements and each indicator has been able to present its latent variables well and the research data analysis can be continued. After convergent validity, then the discriminant validity test with the following results:

**Table 3.** Fornell-Larcker Criterion Discriminant Validity

| Variable                 | Islamic<br>Leadership (X) | Job<br>Satisfaction<br>(Z) | Employee<br>Performance (Y) |
|--------------------------|---------------------------|----------------------------|-----------------------------|
| Islamic Leadership(X)    | 0.780                     |                            |                             |
| Job Satisfaction (Z)     | 0.319                     | 0.776                      |                             |
| Employee Performance (Y) | 0.395                     | 0.357                      | 0.823                       |

Based on table 3 above, it can be seen that the *Fornell-Larcker criterion* / square root of the AVE in each variable shows that all variables have met the *discriminant validity value* > 0.70. So, the value of *Fornell* and *cross loadings* with a value of > 0.70 is considered valid. This represents that each indicator

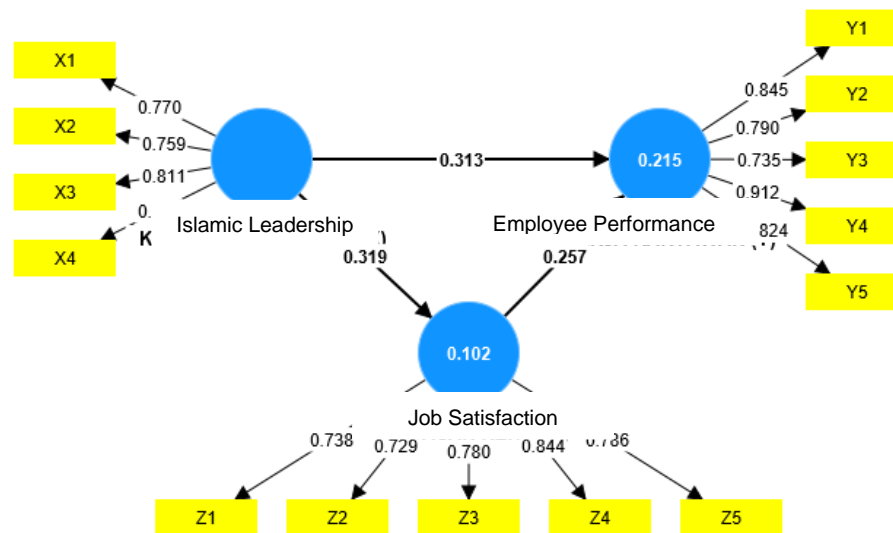


has been able to test their respective latent variables. Furthermore, *Composite reliability* testing (reliability test) with the following results:

**Table 4.** Reliability Test

| Variable                 | <i>Cronbach's Alpha</i> | <i>Composite Reliability</i> | Information |
|--------------------------|-------------------------|------------------------------|-------------|
| Islamic Leadership (X)   | 0.787                   | 0.862                        | Reliable    |
| Employee performance (Y) | 0.840                   | 0.883                        | Reliable    |
| Job Satisfaction (Z)     | 0.882                   | 0.913                        | Reliable    |

Based on table 5 above, the results show that the value of *Cronbach's alpha* and *composite reliability* has shown that all values of latent variables or construct values have been > 0.70. Thus, all latent variables have good reliability and meet the specified requirements.



**Figure 1.** PLS Result

Hypothesis testing aims to determine the effect of the causal variable on the effect variable as seen from the *path coefficient value* after performing the *bootstrapping test*. In this study using a 95% confidence level and an inaccuracy limit of 5% or 0.05. If the t - *statistic* is more than 1.96 and p-values < 0.05, Ha is accepted and Ho is rejected. Meanwhile, if the t - *statistic value* is less than 1.96 and p - *values* > 0.05, Ha is rejected and H0 is accepted. The following are the results of testing the research hypothesis:

**Table 5.** Final Hypothesis Test Results

| Variable   | Original Sample | Standard Deviation | T Statistics (> 1.96) | P Value (0<0.5) | Information     |
|------------|-----------------|--------------------|-----------------------|-----------------|-----------------|
| (X)-> (Z)  | 0.319           | 0.067              | 4,766                 | 0.000           | Significant     |
| (X) -> (Y) | 0.313           | 0.325              | 2,859                 | 0.004           | Significant     |
| (Z) -> (Y) | 0.257           | 0.269              | 1,448                 | 0.148           | Not significant |

The results of the analysis in this study indicate that the Islamic leadership variable has a positive and significant effect on employee performance so that  $H_a$  is accepted and  $H_0$  is rejected. In table 4.14 Islamic leadership on employee performance has the original sample value of 0.313 (positive influence), T statistic of  $2.859 > 1.96$  and P value of  $0.000 < 0.05$ . These results interpret that there is a positive and significant influence between Islamic leadership on employee performance. So that hypothesis 1 which states Islamic leadership has a positive and significant effect on employee performance is accepted. Islamic leadership on employee performance at Lumajang Islamic Hospital is classified as good covering 4 indicators, namely Shiddiq (correct), amanah (trustworthy), fathonah (wise and intelligent) and tabligh (delivering). Islamic leadership in the form of loving the truth and fearing only Allah SWT, trustworthy, willing and able to trust others, has the ability in his field and broad outlook based on adequate intelligence, happy to get along, friendly, likes to help and give instructions, responsible responsible in making decisions, disciplined and wise in carrying out all its activities. The results of this study are supported by Bintaro and Daryanto (2017), Muhammad Oceano Fauzan and Fathiyah (2017), Harahab (2017).

The results of the analysis in this study indicate that the Islamic leadership variable has a positive and significant effect on job satisfaction so that  $H_a$  is accepted and  $H_0$  is rejected. In table 4.14 Islamic leadership on job satisfaction has an *original sample* of 0.319 (positive influence), t statistic of  $4.766 > 1.96$  and P value  $0.000 < 0.05$ . These results interpret that there is a positive and significant influence of Islamic leadership on job satisfaction. So that hypothesis 2 which states "Islamic leadership has a positive and significant effect on job satisfaction" is accepted. Lumajang Islamic Hospital pays attention to Islamic leadership towards employees by paying attention to Islamic leadership so that employees feel satisfied, such as leaders who are fair and honest in carrying out their duties, leaders who can be trusted in accordance with their positions, leaders can clearly convey instructions and set good examples and leaders who are skilled and intelligent in responding to problems. From these leadership conditions, leaders who are effective in implementing Islamic leadership understand how to take advantage of the strengths of subordinates to offset their weaknesses so as to be able to influence the job satisfaction of their employees. This proves that if the organization pays attention to leadership style, the level of job satisfaction from employees will also increase. The results of this study are supported by Baharom, Saad & Ismail (2014), Maya Adiba (2018), Abdul Rohman Rahim (2017).

The results of the analysis in this study indicate that the variable job satisfaction has a positive but not significant effect on employee performance so that  $H_a$  is rejected and  $H_0$  is accepted. Job satisfaction on employee performance has an original sample value of 0.257 (positive effect), T statistic of  $1.448 < 1.96$  and P value of  $0.148 > 0.05$ . These results interpret that there is no positive and significant effect of job satisfaction on employee performance. So that hypothesis 3 which states "job satisfaction has a significant positive effect on employee performance" is rejected. This is because employees who feel that they are not in accordance with the nature and type of work they do, the results of their work tend to be poor and supervisors pay less attention to their subordinates and do not provide support for them. Employees who work half-heartedly usually cannot provide the best service, so the customer is the one who is harmed. The results of this study are supported by Robbins & Judge (2016), Teruna (2012), Subakti AG (2013), Judge and Timothy (2004).

**Table 6.** Sobel test

| Variable                                                 | Coefficient Std Error | T statistic | P value |
|----------------------------------------------------------|-----------------------|-------------|---------|
| Islamic Leadership→Job Satisfaction→Employee Performance | 0.087                 | 0.866       | 0.386   |

Based on table 6, it can be seen that employee performance is not able to mediate the effect on job satisfaction as shown from the results of the T-Statistic of  $0.886 > 1.96$  and the P-value of  $0.386 > 0.050$ . The results of the analysis in this study indicate that the Islamic leadership variable on employee performance mediated by job satisfaction has a positive but not significant effect so that  $H_a$  is rejected and  $H_0$  is accepted. Islamic leadership on employee performance mediated by job satisfaction has an original sample value of 0.082 (positive influence), t statistic of  $1.236 < 1.96$  and P value of  $0.217 > 0.05$ . These results interpret that job satisfaction does not mediate the influence of Islamic leadership on employee performance. Therefore, job satisfaction mediates the influence of Islamic leadership on employee performance is rejected. Appropriate Islamic leadership will be able to improve employee performance which is good for employees, employees will feel satisfied if they work in good conditions or situations in accordance with the expectations of these employees. After employee job satisfaction is met properly, it will affect employee performance. Good leadership will affect the increase in employee job satisfaction and then after employees are satisfied, the employee's performance will increase. Employees with high levels of job satisfaction because proper Islamic leadership will have a positive effect on employee performance. The results of this study are supported by Ding, et al (2012), Mariam (2009), Sri Indah Putri Rahayu (2019).

## CONCLUSION

Based on the research results obtained at the Lumajang Islamic Hospital, the following conclusions were obtained that Islamic leadership has a positive and significant effect on employee performance. This result means that the better the application of Islamic leadership at the Lumajang Islamic Hospital, then this will improve employee performance. Islamic leadership has a positive and significant effect on job satisfaction. These results indicate that high Islamic leadership can affect employee job satisfaction at Lumajang Islamic Hospital. Job satisfaction has no effect on employee performance. This shows that in this study job satisfaction at work does not have any influence on employee performance.

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