

The Mediation Role Of Job Satisfaction In The Relationship Between Leadership, Communication, Work Abilities On The Performance : Evidence From Bank Mandiri Employees At Rantauprapat Branch

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Abstract

The purpose of this research is to determine the mediating role of job satisfaction in the relationship between leadership, communication, work ability and employee performance at Bank Mandiri Rantauprapat Branch. The research method uses multiple linear regression analysis which is processed using SmartPLS3. The research results prove that the variable job satisfaction can mediate the influence of leadership, communication and work ability on employee performance. Obtaining the results of hypothesis testing directly using bootstrapping variables of leadership, communication, work ability has a positive and significant effect on employee performance.

Keywords: Job Satisfaction, Leadership, Communication, Work Ability, Employee Performance

1. Introduction

Employee performance is a person's actions to complete the burden and responsibilities within the scope of work which can be assessed as good or bad. There is no performance without the perpetrator, the perpetrator in this case is the company's employees, in other words human resources. Human resources have an important role in improving company performance. For this reason, a leader has an obligation to develop the abilities and work performance of existing employees. Employee performance has an important role in a company and determines whether a company will survive or not. This is because all efforts made are the company's main goal to improve performance.

Therefore, employee performance plays a very important role for Bank Mandiri Rantau Prapat Branch, in this case because without employee performance at Bank Mandiri Rantau Prapat Branch it would not last long and develop, the establishment of Bank Mandiri Rantau Prapat Branch was based on the performance of previous employees. For this reason, it is very necessary and important to maintain employee performance or can also try to improve employee performance. Because the resulting employee performance is also an assessment of the company's performance.

Leadership is the art or way a person influences other people, so that other people do something without coercion but willingly. Leadership is very important for a leader to master. A leader is obliged to maintain and develop the potential that exists within employees or in other words the human resources that exist in the company. A company leader will experience difficulties in dealing with the various levels and characteristics of human resources in a company. Therefore, to determine and influence human resources to improve the quality of work and performance in a company. So it is very important for a leader to understand what leadership is and how good leadership can be to influence the human resources in the company. In this case, it is because improving employee performance and maintaining the company's human resources is an obligation that employees must carry out and poor employee performance can be judged by how a person's leadership is in a company.

Communication between leaders and subordinates is an activity that must be carried out every day within the scope of the company and work. However, poor communication often

occurs between leaders and subordinates, such as ordering tasks so that there will be discrepancies in completing the tasks given. It is important that good communication is carried out between leaders and subordinates to support employee performance. Apart from that, if communication is established well then leaders are able to understand employees, such as the employees' ability to work and vice versa, apart from that, leaders also know what is the obligation to fulfill employees' needs in completing work. , if this is done then employee performance will increase and employee sustainability will also increase.

The work abilities provided by the leader also depend on the role of the leader in assigning tasks and responsibilities at work. Why is this so, this is because the leadership can find out about the employees' ability to work, through recruitment and good communication. So in this case the inability to complete the work could be due to the unprofessionalism of the leadership in recruiting so that many employees only work without any skills. If this happens continuously it will have an impact on the company's performance which will decline.

Job satisfaction is an achievement that a person makes so that satisfaction grows within a person. Apart from that, job satisfaction can also grow within a person if they receive rewards and incentives from the company. Growing a sense of satisfaction within a person is of course the role of a leader who is able to provide enthusiasm and motivation to employees while working. Therefore, leaders in the company must be able to increase employee job satisfaction which will have an impact on increasing company performance.

However, several incidents often occur in a company, such as the role of leaders who do not support employees' work, resulting in poor communication when leaders give workloads that do not match the employees' abilities. This is because the leadership is unable to place employees to work according to their educational background and abilities so that employee performance is not optimal.

2. Literature Review

Employee Performance

Employee performance is the result of a person's work and can be assessed at the level of work assessment achieved, however the company's performance will really determine the employee's elements therefore to measure the performance of a company it is best to measure it in terms of the work performance of its employees. The definition of performance put forward by (Student, 2019) is the achievement achieved by a person in carrying out the tasks and work given to an employee.

Meanwhile, according to (Sagala, 2016) Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as standards of work results and performance targets that have been determined in advance and mutually agreed upon. A person's abilities and skills at work are part of a single unit called performance. But according to (Sutrisno, 2016) Performance is a person's success in carrying out tasks, work results that can be achieved by someone in carrying out tasks and work results that can be achieved by a person or group of people in a company.

Leadership

Leadership is a leader's effort to influence his subordinates so that they are able to work well to achieve organizational goals. As for the opinions of experts according to (Dinda, 2018) stated that leadership is an employee's feelings towards the leader regarding the trust, loyalty and pride an employee has towards the leader so that they are able to carry out the work they are given with pleasure and will do more than is expected in the company. Meanwhile, according to (Nawawi, 2011) expressed the opinion that leadership is part of management to influence other people to follow what they are told to achieve goals that are achieved by planning and

organizing the steps taken to achieve goals. Apart from that, according to (Arta Uli et al., 2018) Leadership is the ability of a leader to influence his subordinates.

Communication

Communication is an interaction between a person and another person so that they need each other, but according to each other (Wibowo, 2016) Communication is a process in managing an organization or company to keep management and employees aware of things that are priorities and which are not priorities but are important. Meanwhile, according to (Hestini & Haryani, 2020) Communication is the process by which someone sends stimulation to change the behavior of another person. Apart from that, according to (Mangkunegara, 2015) Communication is the process of transferring information, ideas and goals from one person to another.

Work ability

According to (Asriani et al., 2018) stated that work ability is a condition that exists in individual workers who are truly efficient and successful in working in all areas of work. Meanwhile, according to (Ni Luh Sekartini, 2016) Functional findings can be interpreted as a decrease in work ability and can be chronological or continuous aging, depending on the level of the body's ability to fulfill work capabilities during aging.

Ability is something that an individual has to carry out the tasks or work assigned to him (Pratama & Wardani, 2017). Meanwhile, according to (Nur'aeni and Sudirman, 2019) Work ability is a condition that exists in workers who are truly efficient and successful in working according to their field of work.

Job satisfaction

According to (Sutrisno. E, 2016) Job satisfaction is the attitude of an employee who has completed work which will have an impact on completing the work well and vice versa will have a negative impact if the work is bad. Another meaning according to (Rahman & Solikhah, 2016) suggests that job satisfaction is a person's emotional state of being pleasant or unpleasant about their work. Meanwhile, according to (Pradana & Nugraheni, 2015) Employee job satisfaction is a person's attitude towards their work which can be positive or negative and can be felt as satisfaction and dissatisfaction. But according to (Khoerunnisa et al., 2019) that high job satisfaction leads to good productivity performance.

3. Research methods

This type of research is associative (relationship) research. According to (Sugiyono, 2019), associative research is a research problem formulation that asks about the relationship between two or more variables. This type of research analyzes research problems based on quantitative statistical data, namely data obtained from research results in the field. According to (Sugiyono, 2019) Population is an area or generalization consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. So the population in this study was 43 employees of Bank Mandiri Rantauprapat Branch. The model in this research uses a tiered structure model and to test the proposed hypothesis uses Partial Least Square (PLS) with smartPLS 4.0 software. Partial Least Squares (PLS) is an Alternative Structural Equation Modeling (SEM) method used to overcome a relationship between complex variables with a small sample size of research data. (Haryono, 2017). PLS is also a component or variant-based Structural Equation Modeling (SEM) model. In PLS analysis

it is very important to know whether the data meets the model requirements for the SEM-PLS model. Several characteristics that need to be considered include sample size, data distribution form, missing values and measurement scale.

4. Results and Discussion

1) Convergent Validity

Convergent validity assessment is based on the correlation between item scores/component scores estimated with PLS software. An individual reflexive measure is said to be high if it correlates more than 0.70 with the construct being measured. However, for research in the initial stages of developing a measurement scale, a loading value of 0.5 to 0.6 is considered sufficient. In this research, a loading factor limit of 0.60 will be used.

Table 1: Outer Loadings (Measurement Model)

Variable	Indicator	Loading Factor
Leadership (X1)	X1-2	0.622
	X1-3	0.540
	X1-4	0.768
	X1-5	0.713
	X1-6	0.690
	X1-8	0.564
	X1-9	0.522
	X1-10	0.788
Communication (X3)	X2-1	0.504
	X2-3	0.765
	X2-4	0.869
	X2-5	0.521
	X2-6	0.712
	X2-7	0.630
	X2-9	0.817
	X2-10	0.715
Work Ability (X3)	X3-1	0.544
	X3-2	0.501
	X3-3	0.563
	X3-4	0.677
	X3-5	0.628
	X3-6	0.919
	X3-7	0.823
	X3-8	0.875
Job Satisfaction (Z)	Z-1	0.743
	Z-2	0.869
	Z-3	0.722
	Z-4	0.863
	Z-5	0.600
Performance (Y)	Y-1	0.746
	Y-2	0.712
	Y-3	0.750

	Y-4	0.779
	Y-5	0.655
	Y-6	0.634
	Y-7	0.815

Source: Data processing with SmartPLS, (2023)

The results of processing using SmartPLS can be seen in table 1. The outer model value or correlation between constructs and variables has met convergent validity because it has a loading factor value of 0.60. In conclusion, the construct for all variables can be used to test hypotheses.

2) Discriminant Validity

Discriminant validity A model is considered good if each loading value for each indicator of a latent variable has the largest loading value compared to other loading values for other latent variables. The discriminant validity test results were obtained as follows:

Table 2: Discriminant Validity Values (Cross Loading)

Indicator	Leadership (X1)	Communication (X2)	Work Ability (X3)	Job Satisfaction (Z)	Performance (Y)
X1-2	0.595	-0.080	0.035	0.012	0.051
X1-3	0.707	-0.190	-0.223	-0.057	-0.155
X1-4	0.612	-0.066	-0.140	-0.072	-0.035
X1-5	0.887	-0.313	-0.384	-0.251	-0.241
X1-6	0.529	-0.011	-0.118	0.013	-0.050
X1-8	0.057	0.258	0.127	0.181	0.125
X1-9	0.597	-0.009	0.004	0.091	0.047
X1-10	0.835	-0.209	-0.334	-0.153	-0.229
X2-1	-0.297	0.674	0.468	0.466	0.365
X2-3	-0.195	0.729	0.592	0.415	0.498
X2-4	-0.390	0.764	0.682	0.612	0.656
X2-5	-0.351	0.680	0.480	0.487	0.408
X2-6	-0.266	0.650	0.439	0.394	0.307
X2-7	-0.391	0.821	0.702	0.570	0.715
X2-9	-0.109	0.753	0.631	0.564	0.644
X2-10	-0.327	0.873	0.730	0.615	0.748
X3-1	-0.251	0.844	0.729	0.589	0.820
X3-2	-0.309	0.844	0.644	0.606	0.672
X3-3	-0.352	0.698	0.819	0.509	0.768
X3-4	-0.352	0.650	0.806	0.463	0.764
X3-5	-0.323	0.808	0.892	0.679	0.897
X3-6	-0.257	0.491	0.674	0.471	0.578
X3-7	-0.386	0.588	0.699	0.580	0.449
X3-8	-0.335	0.388	0.686	0.520	0.496
Z-1	-0.292	0.752	0.800	0.531	0.839
Z-2	-0.154	0.516	0.562	0.438	0.573
Z-3	-0.202	0.629	0.738	0.529	0.874
Z-4	-0.309	0.781	0.887	0.637	0.924
Z-5	-0.132	0.444	0.612	0.485	0.688
Y-1	-0.262	0.660	0.719	0.456	0.868
Y-2	-0.242	0.523	0.657	0.555	0.781

Y-3	-0.260	0.535	0.616	0.552	0.742
Y-4	-0.104	0.602	0.619	0.487	0.786
Y-5	-0.304	0.794	0.808	0.635	0.859
Y-6	-0.071	0.365	0.329	0.778	0.345
Y-7	-0.181	0.631	0.586	0.810	0.622

Source: Data processing with SmartPLS, (2023)

Based on table 2, it is known that the loading factor value for the indicators of the latent variable has a loading factor value that is greater than the loading value of other latent variables. This means that the latent variable has good discriminant validity.

3) Evaluate Reliability and Average Variance Extracted (AVE)

Validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. A construct is said to have high reliability if the value is 0.70 and the AVE is above 0.50. In table 3 the Composite Reliability and AVE values for all variables will be presented.

Table 3: Composite Reliability and Average Variance Extracted

Variable	Composite Reliability	Average Variance Extracted
Leadership (X1)	0.808	0.589
Communication (X2)	0.846	0.519
Work Ability (X3)	0.846	0.531
Job Satisfaction (Z)	0.822	0.639
Performance (Y)	0.852	0.588

Source: Data processing with SmartPLS, (2023)

Based on table 3, it can be concluded that all constructs meet the criteria reliable, this is shown by the composite reliability value > 0.70 and AVE > 0.50 as recommended criteria.

Structural Model Testing (Inner Model)

The structural model or inner model is evaluated by looking at the percentage of variance explained, namely by looking at R² for the dependent latent construct using the Stone-Geisser Q Square test measures and also looking at the structural path coefficient. The stability of the estimates was tested with t statistics via a bootstrapping procedure. The results of PLS R-Squares present the amount of variance of the construct explained by the model.

Table 4: R Square Value

Variable	R Square	Adjust R Square
Performance (Y)	0.835	0.815
Job Satisfaction (Z)	0.403	0.351

Source: Data processing with SmartPLS, (2023)

Based on table 4 above, it can be seen that the Adjust R Square value is 0.815, meaning that the exogenous ability to explain Y is 81.5% (strong), so it can be said that the variable ability of leadership, communication, work ability on performance mediated by job satisfaction is very strong, namely 83, 5%, while the remainder is the influence of other independent variables not measured in this research.

Table 5. Significance Testing Results

	Original Sample	Sample Mean	T Statistics	P Values
Work Ability (X3)→Job Satisfaction (Z)	0.403	0.398	2,804	0,000
Work ability→Performance (Y)	0.358	0.351	2,393	0.017
Leadership (X1)→Job Satisfaction (Z)	0.343	0.379	2,122	0.034
Leadership (X1)→Performance (Y)	0.158	0.180	2,205	0.015
Job Satisfaction (Z)→Performance (Y)	0.125	0.131	2,213	0.009
Communication (X2)→Job Satisfaction (Z)	0.049	0.055	2,196	0.023
Communication (X2)→Performance (Y)	0.552	0.555	4,076	0,000

Source: Data processing with SmartPLS, (2023)

The results of hypothesis testing using bootstrapping from PLS analysis are as follows:

- a) H1: The influence of leadership on job satisfaction. Based on data processing carried out by researchers, the results showed that the relationship between leadership variables had a significant positive influence ($O=0.343$) on building employee job satisfaction. Bank Mandiri Rantau Prapat Branch. This is based on a t-statistic value of $2,122 > t$ table (1.96), and a p-value of $0.034 < 0.05$. This shows that there is a significant influence between leadership and job satisfaction. These results are in accordance with the theory of leadership. This is supported by research (Suprpta et al., 2015) that leadership has a positive effect on job satisfaction, the meaning is that the better the leadership, the employee satisfaction will increase. In other words, leaders must always be able to feel what employees need so that employees will feel satisfied.
- b) H2: The influence of leadership on employee performance. Based on data processing carried out by researchers, it was found that the relationship between leadership variables has a significant positive influence ($O=0.158$) on the structure of employee performance. Bank Mandiri Rantau Prapat Branch. This is based on a t-statistic value of $2,205 > t$ -table (1.96), and a p-value of $0.015 < 0.05$. This shows that there is a significant influence of leadership on employee performance. This is supported by (Dinda, 2018) which states that there is a positive relationship between leadership and employee performance. This is also supported by research (Suprpta et al., 2015) that leadership has a significant positive effect on performance. This means that the better the leadership, the employee performance will increase. A leader will be recognized if he can influence his subordinates to always improve their performance.
- c) H3: The effect of communication on job satisfaction. Based on data processing carried out by researchers, it was found that the relationship between communication variables had a significant positive influence ($O=0.049$) on job satisfaction. This is based on a t-statistic value of $2,196 > t$ -table (1.96), and a p-value of $0.023 < 0.05$. This shows that there is a significant influence of communication on job satisfaction. This is supported by research (Herizal & Muhammad Nur, 2019) that communication has a positive effect on job satisfaction.
- d) H4: The effect of communication on performance. Based on data processing carried out by researchers, it was found that the relationship between communication variables had a significant positive influence ($O=0.552$) on performance. This is based on a t-statistic value of $4,076 > t$ -table (1.96), and a p-value of $0.000 < 0.05$. This shows that there is a significant influence of communication on employee performance. This is supported by (Dimas Okta

Ardiansyah, 2016)which states that there is a positive relationship between communication and employee performance.

- e) H5: The effect of work ability on job satisfaction. Based on data processing carried out by researchers, it was found that the relationship between work ability variables had a significant positive influence (O=0.403) on employee job satisfaction.Bank Mandiri Rantau Prapat Branch. This is based on a t-statistic value of 2,804 > t-table (1.96), and a p-value of 0.000 <0.05. This shows that there is a significant influence of work ability on job satisfaction. This shows that there is a significant influence of work ability on job satisfaction. This is supported by research(Effendy & Suarmanayasa, 2021)that work ability has a positive impact on job satisfaction
- f) H6: Effect of work ability on performance. Based on data processing carried out by researchers, it was found that the relationship between work ability variables had a significant positive influence (O=0.358) on employee performance.Bank Mandiri Rantau Prapat Branch. This is based on a t-statistic value of 2,393> t-table (1.96), and a p-value of 0.017<0.05. This shows that there is a significant influence of work ability on employee performance. This is supported by research(Effendy & Suarmanayasa, 2021)that work ability has a positive impact on employee performance.
- g) H7: The effect of job satisfaction on employee performance. Based on data processing carried out by researchers, it was found that the relationship between job satisfaction variables has a significant positive influence (O=0.125) on employee performance.Bank Mandiri Rantau Prapat Branch. This is based on a t-statistic value of 2,213 > t-table (1.96), and a p-value of 0.009 <0.05. This shows that there is a significant influence of job satisfaction on employee performance.

2) Indirect Hypothesis Testing

Table 6 Indirect Test Results

	Original Sample	Sample Mean	T Statistics	P Values
Leadership (X1)→Job Satisfaction (Z)→Performance (Y)	0.043	0.048	2,901	0.004
Communication (X2)→Job Satisfaction (Z)→Performance (Y)	0.006	0.010	2,147	0.003
Work Ability (X3)→Job Satisfaction (Z)→Performance (Y)	0.050	0.056	2,883	0,000

Source: Data processing with SmartPLS, (2023)

Based on the table above, the results of indirect hypothesis testing can be concluded as follows:

- a. Job satisfaction mediates leadership and employee performance. Based on the data processing that the researchers have carried out, the results show that the leadership construct on employee performance which is mediated by the job satisfaction variable has a significant positive influence (O= 0.043) on the employee performance construct of Bank Mandiri Rantau Prapat Branch. This is based on the t-statistic value of 2,901, this value is greater than the t table (1.96), and the p-value is 0.004 < 0.05. This indicates that the job satisfaction variable can significantly mediate the leadership construct variable on employee performance. This is supported by(Suprpta et al., 2015)If the leader is able to

implement appropriate leadership, then employees will feel satisfied which will ultimately be able to improve their performance. Leadership has a significant positive effect on performance. This happens because a leader who can provide support to employees will have an impact on positive and productive employee performance.

- b. Job Satisfaction mediates Communication and Employee Performance. Based on data processing that researchers have carried out, the results show that the communication construct on employee performance mediated by the job satisfaction variable has a significant positive influence ($O= 0.006$) on the employee performance construct at Bank Mandiri Rantau Prapat Branch. This is based on the t-statistic value of 2,147, this value is greater than the t table (1.96), and the p-value is $0.003 < 0.05$. This indicates that the job satisfaction variable can significantly mediate the communication construct variable on employee performance. This is supported by research conducted by (Dimas Okta Ardiansyah, 2016) which confirms that the job satisfaction variable is able to mediate communication on employee performance.
- c. Job Satisfaction mediates work ability and Employee Performance. Based on the data processing that the researchers have carried out, the results show that the work ability construct on employee performance which is mediated by the job satisfaction variable at Bank Mandiri Rantau Prapat Branch has a significant positive influence ($O= 0.050$) on the employee performance construct. This is based on the t-statistic value of 2,883, this value is greater than the t table (1.96), and the p-value is $0.000 < 0.05$. This indicates that the job satisfaction variable can significantly mediate the work ability construct variable on employee performance. This is supported by research conducted by (Nababan, 2021) which states that there is a positive relationship between work ability and job satisfaction, while in research conducted by (Ni Luh Sekartini, 2016) say that Work Ability has a negative and significant influence on employee job satisfaction. This means that work ability has no effect on increasing job satisfaction.

5. Conclusion

Based on the results of the research and discussion, the following conclusions can be drawn:

1. The outer model value or correlation between the construct and the variables has met convergent validity because it has a loading factor value of 0.60. In conclusion, the construct for all variables can be used to test hypotheses.
2. The loading factor value for the indicator of the latent variable has a loading factor value that is greater than the loading value of other latent variables. This means that the latent variable has good discriminant validity,
3. All constructs meet the reliability criteria, this is indicated by the composite reliability value > 0.70 and $AVE > 0.50$ as recommended criteria.
4. The Adjust R Square value is 0.815, meaning that the exogenous ability to explain Y is 81.5% (strong), so it can be said that the variable ability of leadership, communication, work ability on performance mediated by job satisfaction is very strong, namely 81.5%, while the rest is the influence of other independent variables that were not measured in this study

6. Suggestion

Based on the results of the research and discussion above, the author provides suggestions that can be used as input as follows:

1. Based on the research results, it is known that job satisfaction can mediate the influence of leadership, communication and work abilities on employee

performance, therefore the author provides advice to Bank Mandiri management so that they can pay attention to employee job satisfaction, especially related to leadership, communication and work abilities because it will have a direct impact on employee performance.

2. This research is very useful in developing science, therefore it is recommended that Labuhanbatu University further develop this research.
3. It is recommended for further research to use other variables to look at job satisfaction in mediating performance so that it will develop knowledge.

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