

The Role of Job Satisfaction in the Relationship Between Leadership and Digitalization with Employee Performance

Rian Iskandar

Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: betribe10@gmail.com

Abstract. *This study aims to determine and analyze the role of job satisfaction in the relationship between leadership and digitalization with employee performance at the Tunas Dayaloka Bogor Foundation. The research method used in this study is a quantitative research method with a descriptive and verification approach. This research was conducted at the Yayasan Tunas Dayaloka Bogor with data collection using questionnaires, the sample used was 98 respondents, the sampling technique used was saturated sampling, where all members of the population, totaling 98 people, were used as research samples. The verification data analysis technique used in this study is the variant-based Structure Equation Model (SEM) analysis technique which uses Smart PLS or PLS Graph, which focuses more on predictive models so that strong theoretical support is not so important. The results of the study show that leadership, digitalization, job satisfaction, and employee performance Tunas Dayaloka Bogor Foundation is already good. Leadership has a positive and significant effect on employee performance. Digitalization has a positive and significant effect on employee performance. Leadership has a positive and significant effect on employee job satisfaction. Dayaloka Bogor Shoots, meaning that if leadership improves, it will affect the increase in employee job satisfaction. Digitalization has a positive and significant effect on employee job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Leadership has a positive and significant effect on employee performance through employee job satisfaction. Digitalization has a positive and significant effect on employee performance through employee job satisfaction.*

Keywords: *Employee Performance; Digitalization; Job Satisfaction; Leadership.*

1. Introduction

In today's era of globalization, every organization is required to be able to make various changes. This requires organizations to be able to compete effectively. One important strategy is having qualified and competitive human resources (HR). Human resources are a company's most valuable, unique, pure, and unpredictable asset. To achieve established

goals, organizations need human resources to manage the entire system. Human resources are also a key factor in the organizational management process, as they are the ones who drive the organization's progress in achieving its stated goals and objectives. (Adriyanti et al., 2023).

A company's ability to grow is largely determined by the quality of its human resources. Human resources are the most crucial factor in every company activity. The role of human resources is crucial in implementing effective and efficient work mechanisms. With the support of qualified human resources, they are expected to be able to act as planners, implementers, and supervisors of all company management activities. Every company has its own strategy to survive in increasingly fierce competition, and one aspect that must be strengthened is the quality of its human resources. (Devi et al., 2023).

Human resources are inextricably linked to employee performance, as employees significantly impact the effectiveness of a company's performance. Employees are expected to deliver both quality and quantity in their work, making human resource management a vital role in achieving company goals. High-performing employees can help achieve the company's stated objectives. (Santoso & Baskoro, 2024). Opinion Robbins & Judge (2019) explains that performance is the behavior of individuals within an organization that contributes to assigned work to support organizational goals and avoids actions that could harm the organization. Several factors that can influence an employee's performance can be grouped into two groups: internal factors such as competence and motivation, and external factors such as culture, leadership, technology, and others (Robbins & Judge, 2019). In this study, the factors influencing employee performance focused on three variables: leadership style, work environment, and work motivation.

This research was conducted on Tunas Dayaloka Foundation which is located at De Paris Residence, Jl. Leaf Karya Raya Block BI No. 19 Tajur Halang Bogor. which operates in the education business sector. Tunas Dayaloka Foundation conduct a discussion on valuation values in its business activities, valuation values Tunas Dayaloka Foundation amounting to Rp. 20 billion, thus providing a clear picture of the economic value of the business unit being managed. A systematic and measurable valuation can serve as the basis for strategic decisions, such as investment planning, business expansion, or evaluating the feasibility of a program or business unit. of course, proper leadership, digitalization and high job satisfaction are needed to improve employee performance.

One of the factors that can positively influence improving employee performance is leadership. (Pratama et al., 2022) Leadership plays a crucial role in organizational development, as without effective leadership, achieving organizational goals will be hampered. A leader must be able to guide and influence subordinates to act in line with the company's vision, mission, and targets. (Jiatong et al., 2022). Furthermore, leaders must be able to provide understanding, foster pride, and create trust and respect among their subordinates. Every leader has unique characteristics, personality, and traits, influenced by

both innate factors and the work environment in which they grow and develop. (Nugroho et al., 2024).

Leadership is closely related to organizational culture, where a leader in leading an organization must be able to provide direction and good examples to his employees, so that it becomes a good habit that is implemented in the organization so that employees can continue to maintain and even improve their performance. (Nasution & Hermawan, 2024) To improve performance, a company must have a competitive edge in innovation. This advantage can be achieved through productive, creative, innovative, and loyal employees. This can be achieved effectively if the company has competent leaders and expertise in managing human resources to ensure optimal performance. Human resource management is crucial for improving quality and supporting organizational progress. (Pratama et al., 2022) Leadership is a way for a leader to influence the behavior of his subordinates so that they are willing to cooperate and work productively to achieve organizational goals. (Hasibuan, 2021).

Research on the influence of leadership has been carried out by many previous researchers, such as research conducted by Pratama et al., (2022) the results of the research show that Leadership has a positive and significant influence on employee performance. Research Prastyorini et al., (2024) research results show that Leadership has a significant and positive influence on employee performance. Research conducted by Selvi et al., (2024) research results show that Leadership influences employee performance. Research Thufail (2026) The research results show that leadership has a positive and significant influence on employee performance. However, the research Jonathan & Masman (2025) shows that leadership does not have a significant influence on employee performance. Then the research Widiastuti & Hartono (2022) The results of the study showed that leadership had no effect on employee performance. (Widayanto & Nugroho, 2022) The results of the research show that leadership does not have a direct influence on employee performance.

The next factor that can influence improved employee performance is digitalization. In today's modern, digital era, we agree that all activities require speed and precision. This is especially true with the current Industry 4.0 trend, which emphasizes digital technology as a key factor. Implementing digital technology in a workplace is expected to help employees complete their work more quickly and accurately. (Shidqi et al., 2023). Digitalization is the use of digital-based technologies, such as information systems and the internet, to support business processes, decision-making, and communication within an organization (Turban et al., 2019).

Digitalization within a company provides opportunities for employees to work faster, more accurately, and more flexibly. Previously manual work processes can now be simplified through digital technology, allowing for more effective use of time and energy. Furthermore, digitalization also enables broader, real-time access to information, which can support decision-making and increase employee productivity. However, the implementation

of digitalization does not always have a direct positive impact on employee performance. Differences in digital skills, human resource readiness, and resistance to change can all be obstacles to the digital transformation process. Employees who lack adequate digital skills may struggle to adapt, ultimately leading to decreased performance and workplace stress. (Hadiansyah et al., 2024).

Research on the influence of digitalization on employee performance has been conducted by several previous researchers, such as research conducted by Hayati et al., (2024) Research results show that digitalization has an impact on employee performance. Research conducted by Supriyadi & Purnomo (2024) explains that digitalization significantly influences employee performance. Study Andhika et al., (2025) which shows that digitalization has a significant impact on employee performance. Research (Aini et al., 2025) The research results show that digitalization has a significant positive effect on employee performance. Welk is et al., (2025) The research results show that digitalization has a positive and significant impact on employee performance. However, research conducted by Maulana & Subijanto (2025) shows that digitalization does not have a significant impact on employee performance. Another factor that can influence employee performance is job satisfaction. Employee job satisfaction is a crucial element that positively impacts various aspects of a company, creating a healthy and dynamic work environment, and contributing to the sustainability and success of the organization. Its impact is seen in increased employee productivity, where satisfied employees tend to be more enthusiastic and committed to delivering the best results, improving operational efficiency and achieving company goals. (Jonatan & Masman, 2025). Opinion Robbins & Judge (2019) states that job satisfaction is a general attitude toward one's job that indicates the difference between the amount of rewards workers receive and the amount they believe they should receive. Job satisfaction is an important factor in the world of work because it is directly related to employee performance, productivity, and loyalty to the organization. In general, job satisfaction can be defined as an employee's positive or negative feelings toward their job, which arise from their perceptions of working conditions, salary, relationships with coworkers, and opportunities for development. (Kuncorowati & Supardin, 2023).

Research on the influence of job satisfaction on employee performance has been conducted by several previous researchers, such as research conducted by Setiawan et al., (2024) The results of the study showed that there was a direct positive and significant influence between job satisfaction and employee performance. The research was conducted by Prastyorini et al., (2024) research results show that Job satisfaction has a significant and positive influence on employee performance. Study Aini et al., (2025) The results of his research prove that job satisfaction has a significant positive effect on employee performance. However, the results of his research Andhika et al., (2025) shows that job satisfaction does not affect employee performance. The research Jonathan & Masman, (2025) The results of the study showed that job satisfaction did not have a significant influence on employee performance and job satisfaction was also not proven to mediate the relationship between independent variables and employee performance.

Based on the inconsistency of previous researchers regarding the influence of leadership, digitalization and job satisfaction on employee performance, where there is a research gap from positive and negative results referring to previous research, in this study it is important to see the role of job satisfaction in the relationship between leadership and digitalization with employee performance at the Tunas Dayaloka Foundation.

2. Research Methods

The type of research used in this study is quantitative research with a descriptive and verification approach. Quantitative research itself is a type of research whose specifications are systematic, planned, and clearly structured from the beginning until the research design is created. According to (Sugiyono, 2022) Quantitative research is research based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses.

3. Results and Discussion

3.1. Leadership Overview at Tunas Dayaloka Foundation Bogor

Based on respondents' responses regarding the leadership variable, the average score was 3.48, categorized as "high". This condition explains that Most respondents assessed that the Tunas Dayaloka Bogor Foundation has good leadership and supports employees in carrying out their duties. This is in line with research. (Chairunnisa & Kuswandi, 2025) which states that effective leadership, such as the ability to provide solutions, provide rewards, supervise, and involve employees in decision-making, has been proven to increase employee satisfaction and loyalty. Overall, strong leadership is an important prerequisite for creating job satisfaction and building solid organizational commitment as a foundation for achieving organizational goals.

The highest response was on the communication skills indicator, with an average score of 3.51, in the high category. This explains that the leadership at the Foundation Dayaloka Bogor Shoots Having good communication skills with subordinates. A leader who has good communication skills will be able to convey a clear vision and direction, build harmonious working relationships, and increase employee motivation and performance because each member understands the organization's tasks, expectations, and goals well. (Rexady et al., 2023). Meanwhile, the lowest response was the motivational ability indicator with an average respondent answer of 3.46, although the lowest, it is categorized as high. This explains that the leadership at the Foundation Dayaloka Bogor Shoots Having the ability to motivate subordinates well. Leaders who are able to motivate their subordinates well will be able to increase employee morale, commitment, and performance, because subordinates feel appreciated, supported, and encouraged to optimally achieve organizational goals. (Rahmanita et al., 2021).

3.1.1. Overview of Digitalization at the Tunas Dayaloka Foundation in Bogor

Based on respondents' responses regarding the digitalization variable at the Tunas Dayaloka Bogor Foundation, the overall average score was 3.57, which is categorized as "high". This condition explains that Most respondents considered the Foundation Dayaloka Bogor Shoots have a good level of digital readiness, are able to utilize technology effectively to support operations, and are committed to improving efficiency and service quality through the use of digital systems. This condition is in line with research.(Hutabarat et al., 2025)which states that the implementation of digitalization can improve operational efficiency, organizational performance effectiveness, service quality, data management accuracy, and speed of decision-making, as well as strengthen communication and collaboration between stakeholders.

The highest response was for the internet and network technology utilization indicator, with an average score of 3.59, in the high category. This indicates that the Foundation Dayaloka Bogor Shoots Utilizing internet and network technology to support business activities effectively can improve operational efficiency, accelerate the flow of information, expand service and market reach, enhance communication and collaboration quality, support faster and more accurate decision-making, and enhance business competitiveness and sustainability.(Sabil et al., 2025)Meanwhile, the lowest response was the indicator of technological support for decision-making, with an average respondent response of 3.53, although the lowest, it is categorized as high. This is the digitalization implemented at the Foundation. Dayaloka Bogor Shootscan be the basis for decision-making in company policy. Digitalization enables continuous performance monitoring, reduced manual errors, increased transparency, and the use of analytics and management information systems to support strategic, tactical, and operational decisions more accurately and effectively.(Kusumawati et al., 2025).

3.1.2. Overview of Job Satisfaction at the Tunas Dayaloka Foundation in Bogor

Based on respondents' responses regarding job satisfaction variables at the Foundation Dayaloka Bogor ShootsOverall, the average score obtained was 3.50, which is categorized as "high".This condition explains that Most respondents felt satisfied working at the Foundation Dayaloka Bogor ShootsThis condition is in line with researchTripathi & Chaturvedi (2023)which states that employees have high job satisfaction due to a conducive work environment, good management support, a clear and fair work system, opportunities for competency development, use of technology that makes work easier, effective communication, and the existence of awards and recognition for the performance provided.

The highest response was on the satisfaction with coworkers indicator, with an average score of 3.53, categorized as high. This indicates that employees feel comfortable with their coworkers at the Foundation. Dayaloka Bogor Shoots. Supportive coworkers create job satisfaction because they can reduce stress, increase feelings of appreciation, build a positive work environment, facilitate collaboration, and strengthen employee engagement

with the team and organization.(Kuncorowati & Supardin, 2023).

The lowest response was the indicator of satisfaction with superiors' attitudes, with an average respondent response of 3.47. Although the lowest, it is categorized as high. This indicates that employees feel happy, comfortable, and satisfied with their superiors' behavior, policies, and leadership.(Mala et al., 2022).

3.1.3. Employee Performance Overview at Tunas Dayaloka Foundation Bogor

Based on respondents' responses regarding overall employee performance, the average score was 3.45, categorized as "high". This condition explains that Most respondents have high performance in carrying out the work assigned by the company. This condition is in line with research.(Chor et al., 2025) which states that high employee performance in a company will make employees motivated and appreciated, the team more productive, and the company more effective, competitive and profitable.

The highest response was for the attendance indicator, with an average score of 3.48, in the high category. This indicates that employees at the Foundation Dayaloka Bogor ShootsHaving good work attendance. Attendance can affect an employee's performance because employees who are consistently present are better able to complete tasks, maintain work quality, contribute to team productivity, and demonstrate discipline and commitment.(Lisnawati et al., 2025). Meanwhile, the lowest response was the work quantity indicator with an average respondent answer of 3.42, although the lowest, it is categorized as high. This explains that employees at the Foundation Dayaloka Bogor ShootsHaving the ability to complete a certain amount of work within a specified timeframe. The quantity of work is related to productivity, efficiency, team/organizational performance, motivation, performance appraisal, and work planning, and must be balanced with quality to achieve optimal performance.(Firdaus et al., 2025).

3.2. The Influence of Leadership on Employee Performance

Based on the output path coefficients, there is a positive and significant influence betweenleadershipon employee performance by 37.4%. In line with previous research conducted byThufail (2026)The results of the study showed that leadership has a positive and significant influence on employee performance.Selvi et al., (2024)The research results show that leadership influences employee performance. Then, research conducted by Prastyorini et al., (2024) The research results show that leadership, both directly and indirectly, has a significant and positive influence on employee performance. The research was conducted bySetiawan et al., (2024) The results of the research show that there is a direct positive and significant influence between leadership and employee performance.

3.2.1. The Impact of Digitalization on Employee Performance

Based on the output path coefficients, there is a positive and significant influence betweendigitalizationon employee performance by 51.0%. In line with previous research

conducted byAndhika et al., (2025) Research results show that digitalization has a significant impact on employee performance. Research conducted byAini et al., (2025)research results show thatDigitalization has a significant positive impact on employee performance. ResearchWelkis et al., (2025)research results show thatDigitalization has a positive and significant impact on employee performance. Research conducted byHayati et al., (2024) The research results show that digitalization partially affects employee performance. The research conducted bySupriyadi & Purnomo (2024) The research results show that digitalization has a significant positive effect on employee performance.

3.2.2. The Influence of Leadership on Job Satisfaction

Based on the output path coefficients, there is a positive and significant influence betweenleadershipon job satisfaction by 24.6%. In line with previous research conducted by(Siringo-ringo et al., 2025)the results of the research show thatEmployee job satisfaction is positively and significantly influenced by leadership. ResearchSetiawan et al., (2024)the results of his research explain thatthere is a direct positive and significant influence between leadership and job satisfaction. Research conducted byPratama et al., (2022) The results of the study show that leadership has a positive and significant influence on employee job satisfaction.

3.2.3. The Impact of Digitalization on Job Satisfaction

Based on the output path coefficients, there is a positive and significant influence between digitalizationtowards job satisfaction by 73.9%. In line with previous research by Siringo-ringo et al., (2025)the results of his research explain thatEmployee job satisfaction is influenced by digitalization both partially. Research(Andhika et al., 2025)the results of the research show thatdigitalization has a significant impact on job satisfaction. Research conducted byAini et al., (2025)The research results explain that digitalization has a significant positive effect on job satisfaction. The research conducted byWelkis et al., (2025) The results of the study show that digitalization has a positive and significant impact on employee job satisfaction.

3.3. The Influence of Job Satisfaction on Employee Performance

Based on the output path coefficients, there is a positive and significant influence between job satisfaction and employee performance of 29.7%. This is in line with previous research by Aini et al., (2025)explains thatJob satisfaction has a significant positive effect on employee performance. Research conducted by Research conducted byWelkis et al., (2025)The results of the study show that job satisfaction can positively influence employee performance.Prastyorini et al., (2024) The research results show that job satisfaction has a positive effect on employee performance.Setiawan et al., (2024)the results of the research show thatthere is a direct positive and significant influence between job satisfaction and employee performance.

3.3.1. The Influence of Leadership on Employee Performance Through Job Satisfaction

Based on the output path coefficients, there is a positive and significant influence between leadership and employee performance through job satisfaction of 7.3%. This is in line with previous research.(Prastyorini et al., 2024)The research results show that leadership, both directly and indirectly through job satisfaction, has a significant and positive influence on employee performance.(Setiawan et al., 2024)The results of the study show that there is a positive and significant indirect influence between leadership and employee performance through job satisfaction.

3.3.2. Environmental Influence on Digital Marketing Systems

Based on the output path coefficients, there is a positive and significant influence between digitalization and employee performance through job satisfaction of 21.9%. This is in line with previous research conducted by(Aini et al., 2025)The research results show that there is a positive and significant influence between digitalization and employee performance through job satisfaction.(Welkis et al., 2025)The results of the research explain that there is a positive and significant influence between digitalization and employee performance through job satisfaction, so thatJob satisfaction has been shown to be an intervening variable that strengthens the influence of digitalization on improving employee performance.

4. Conclusion

This study aims to find empirical evidence of the role of job satisfaction in the relationship between leadership and digitalization with employee performance at the Foundation. Dayaloka Bogor Shoots To analyze the relationship between these variables, this study used Smart PLS (Partial Least Squares). Based on the research and data processing conducted, the following conclusions were obtained: 1. Based on the responses of respondents who are employees of the Foundation Tunas Dayaloka Bogor shows that: a. Leadership was rated highly, indicating that the majority of respondents believed the Tunas Dayaloka Bogor Foundation had good leadership and supported employees in carrying out their duties. The highest response rate was for communication skills, while the lowest for motivation skills. b. Digitalization is considered to be high, this explains that the majority of respondents consider the Foundation Dayaloka Bogor Shoots have a good level of digital readiness, are able to utilize technology effectively to support operations, and are committed to improving efficiency and service quality through the use of digital systems. The highest response rate was for the utilization of internet and network technology, while the lowest was for the indicator of technology support for decision-making. c. Job satisfaction is considered high It means Most respondents felt satisfied working at the Foundation Dayaloka Shoots Bogor. The highest response was on the indicator of satisfaction with coworkers, while the lowest was on the indicator of satisfaction with the attitude of superiors. d. Employee performance is considered high It means Most respondents have high performance in carrying out the work given by the company. The highest response was on the attendance indicator, while

the lowest was on the work quantity indicator. 2. Leadership has a positive and significant influence on the performance of Foundation employees Dayaloka Bogor Shoots, meaning that if leadership improves, it will affect the improvement in the performance of the Foundation's employees. Dayaloka Bogor Shoots. 3. Digitalization has a positive and significant impact on the performance of the Foundation's employees. Dayaloka Bogor Shoots, meaning that if the implementation of digitalization increases, it will affect the improvement in the performance of the Foundation's employees. Dayaloka Bogor Shoots. 4. Leadership has a positive and significant influence on the job satisfaction of Foundation employees. Dayaloka Bogor Shoots, meaning that if leadership improves, it will influence the increase in job satisfaction of the Foundation's employees. Dayaloka Shoots Bogor. 5. Digitalization has a positive and significant impact on the job satisfaction of Foundation employees. Dayaloka Bogor Shoots, meaning that if the implementation of digitalization increases, it will affect the increase in job satisfaction of the Foundation's employees. Dayaloka Shoots Bogor. 6. Job satisfaction has a positive and significant effect on the performance of Foundation employees. Dayaloka Bogor Shoots, meaning that if job satisfaction increases, it will affect the improvement in the performance of the Foundation's employees. Dayaloka Shoots Bogor. 7. Leadership has a positive and significant influence on employee performance through employee job satisfaction at the Foundation. Dayaloka Bogor Shoots, meaning that job satisfaction is able to increase the influence of leadership on the performance of Foundation employees. Dayaloka Shoots Bogor. 8. Digitalization has a positive and significant impact on employee performance through employee job satisfaction at the Foundation. Dayaloka Bogor Shoots, meaning that job satisfaction is able to increase the influence of digitalization on the performance of the Foundation's employees. Dayaloka Shoots Bogor.

5. References

Journals:

- Adriyanti, Latief, F., & Bahasoan, S. (2023). Pengaruh gaya kepemimpinan dan motivasi kerja terhadap kinerja karyawan pada Bank SulSelBar cabang Jeneponto. *Malomo: Jurnal Manajemen Dan Akuntansi*, 1(1), 1–13.
- Aini, Q., Balafif, M., & Rosyafah, S. (2025). Pengaruh Digitalisasi, Transformational Leadership, Kompetensi Pegawai Terhadap Kinerja Pegawai melalui Kepuasan Kerja pada Pengadilan Tinggi Agama Surabaya. *Indonesian Journal of Management Science*, 4(2), 175–187.
- Andhika, M. D., Hasibuan, A. W., & Cen, C. C. (2025). Analisis Pengaruh Digitalisasi Terhadap Kepuasan Kerja dan Implikasinya pada Kinerja Pegawai di Dinas Komunikasi dan Informatika Kabupaten Serdang Bedagai. *Kajian Ekonomi & Bisnis Islam*, 6(8), 3045–3058.

- Chairunnisa, N. D., & Kuswandi, A. (2025). Pengaruh Kepemimpinan terhadap Kepuasan Kerja dan Komitmen Organisasi. *Global Leadership Organizational Research in Management*, 3(3), 209–220.
- Chor, M., Try, S., & Long, S. (2025). Factors Influencing Employee Performance for Improving Organizational Effectiveness at Phnom Penh Water Supply Authority. *Journal of Social Sciences and Humanities*, 4(2).
- Devi, N. U. K., Septiandika, V., & Tantri, R. A. (2023). Peningkatan motivasi dan manajemen sumber daya manusia menuju kualitas kinerja perusahaan. *Jurnal Pembelajaran Pemberdayaan Masyarakat (JP2M)*, 4(1), 249–255. <https://doi.org/10.33474/jp2m.v4i1.20097>
- Firdaus, Lestari, N., Khuzaini, & Mardah, S. (2025). Dampak Pelatihan dan Pengembangan Karier terhadap Produktivitas Karyawan melalui Motivasi Kerja sebagai Variabel Intervening pada PT. Cakra Kencana Lestari. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 9(2), 158–170.
- Garson, G. D. (2016). Partial Least Squares: Regression & Structural Equation Models. In *Politeness and Audience Response in Chinese-English Subtitling*. <https://doi.org/10.3726/978-3-0353-0280-6/8>
- Ghozali, I. (2018). *Structural equation modeling: metode alternatif dengan partial least square (PLS) (4th ed.)*. Semarang: Program S3 Ilmu Ekonomi, Program Magister Manajemen Universitas Diponegoro.
- Hadiansyah, Chandrarin, G., & Supriadi, B. (2024). Improving Employee Performance through Digitalization and Skilling Processes. *Innovation Business Management and Accounting Journal*, 3(3), 335–344.
- Hayati, F. A., Sularmi, L., Veritia, & Rahmadini, S. (2024). Pengaruh digitalisasi dan kepemimpinan transformasional terhadap kinerja karyawan bagian operasional pada pt bank capital indonesia. *Scientific Journal of Reflection: Economic, Accounting, Management and Business*, 7(2), 480–488.
- Hutabarat, M. P., Rangga, M., & Melania, L. (2025). Penerapan Teknologi Komunikasi Bisnis dalam Meningkatkan Efisiensi Bisnis. *Jurnal Ekonomi, Akuntansi, Dan Perpajakan*, 2(2), 455–467.
- Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement. *Frontiers in Psychology*, 13(April), 1–12. <https://doi.org/10.3389/fpsyg.2022.831060>

- Jonatan, E. F., & Masman, R. R. (2025). Pengaruh Kepemimpinan, Lingkungan Kerja dan Budaya Organisasi terhadap Kinerja Karyawan Melalui Kepuasan Kerja. *Jurnal Manajerial Dan Kewirausahaan*, 07(02), 492–500.
- Kuncorowati, H., & Supardin, L. (2023). Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Kinerja KARYawan. *Edunomika Journal*, 8(1), 1–12.
- Kusumawati, I., Ramadani, M., & Sukiyarningsih, T. W. (2025). Pengaruh Sistem Informasi Berbasis Teknologi Digital terhadap Efisiensi Operasional dan Pengambilan Keputusan Manajerial. *Jurnal Akuntansi: Kajian Ilmiah Akuntansi*, 12(2), 170–188.
- Lisnawati, Suroso, Anggela, F. P., & Gunawan, B. (2025). Pengaruh Tingkat Kehadiran Pegawai dan Lingkungan Kerja Terhadap Kinerja Pegawai Puskesmas Adiarsa Kab. Karawang. *Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 7(7), 2270–2285. <https://doi.org/10.47467/alkharaj.v7i7.7813>
- Mala, A. R., Abdullah, A. H., & Nento, S. (2022). The Influence of Supportive Leadership Behavior and Organizational Support on The Job Satisfaction of Followers. *Jurnal Manajemen Pendidikan Islam*, 06(04), 1247–1261.
- Maulana, S. M., & Subijanto. (2025). Pengaruh Kompensasi dan Digitalisasi terhadap Kinerja Karyawan di PT Pelabuhan Indonesia III (Persero). *JEBS (Jurnal Ekonomi, Bisnis, Dan Sosial)*, 3(3), 150–158.
- Nasution, A. E., & Hermawan, B. (2024). Studi Kinerja Karyawan: Lingkungan Kerja dan Gaya Kepemimpinan Melalui Motivasi Kerja. *Jurnal Ekonomi & Ekonomi Syariah*, 7(2), 1372–1385.
- Nugroho, D., Aldawiyah, S. R., Auliansyah, P. D., Hidayat, S., Regina, R., & Nabila, S. (2024). Karakter Kepemimpinan terhadap Keberlangsungan Organisasi. *Jurnal Ilmiah Ekonomi Dan Manajemen*, 2(6), 8–14.
- Prastyorini, J., Widyawati, N., Kristiawati, I., Esterkalangi, M. H., Priyohadi, N. D., Priyanto, E., Arisanti, D., Dan, S., Kepelabuhan, M., & Surabaya, B. (2024). Pengaruh Kepemimpinan terhadap Kinerja Karyawan Melalui Kepuasan Kerja PT Anugerah Tirta Samudra. *Jurnal Baruna Horizon*, 7(1), 9–20.
- Pratama, A. Y., Suswatiningsih, T. E., & Dinarti, S. I. (2022). Pengaruh Kepemimpinan Terhadap Kepuasan Kerja Karyawan di Pusat Penelitian Kelapa Sawit Unit Marihat Sumatera Utara. *Jurnal Agrifitia*, 2(01), 22–33.
- Rahmanita, F., Lubis, M., Manik, C. D., & Purwaningsih. (2021). Analisis pengaruh kepemimpinan, motivasi, dan komitmen organisasi terhadap kinerja karyawan. *Jurnal Manajemen Dan Jurnal Akuntansi*, 6(2), 155–167.

- Rexady, V. G., Lestari, P., & Prayudi. (2023). Pengaruh Komunikasi Interpersonal dan Gaya Kepemimpinan Melalui Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmu Komunikasi*, 21(2), 226–240.
- Sabil, M., Anisa, C., & Putri, T. (2025). Optimalisasi Sistem Informasi Manajemen Dalam Mendukung Efisiensi Dan Daya Saing Bisnis Di Era Digital. *Journal of Business Economics and Management*, 02(01), 1454–1461.
- Santoso, P., & Baskoro, H. (2024). Pengaruh Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Karyawan dengan Dimediasi Variabel Motivasi. *Jurnal Simki Economic*, 7(1), 120–131.
- Selvi, S., Ubaidillah, U., Syukri, M., & Iskandar, F. (2024). Pengaruh Kepemimpinan terhadap Kinerja Karyawan pada PT. Perkebunan Nusantara VI Jambi. 5(3), 179–187.
- Setiawan, D., Wolor, C. W., & Marsofiyati. (2024). Pengaruh Lingkungan Kerja dan Kepemimpinan Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Diski Setia. *Epsilon: Journal of Management (EJoM)*, 2(2), 27–43.
- Shidqi, M. F., Darmastuti, I., & Wicaksono, B. S. (2023). Pengaruh Digitalisasi Sistem Perusahaan terhadap Kinerja Karyawan Melalui Kepuasan Kerja sebagai Variabel Intervening (Studi pada PT. Bank Negara Indonesia Kantor Wilayah Semarang). *Dliponegoro Journal of Management*, 12(1), 1–8.
- Siregar, I. R. P. S. N., & Setiyaningsih, H. (2025). Pengaruh Motivasi Kerja, Digitalisasi, Pengembangan Karyawan, dan Kompensasi terhadap Kepuasan Kerja di PT LKMAK. *Jurnal Kajian Implementasi Pendidikan*, 01(04), 1–10.
- Siringo-ringo, A., Susanti, M., & Hutabarat, F. M. (2025). Pengaruh Digitalisasi dan Kepemimpinan Terhadap Kepuasan Kerja Karyawan di Rumah Sakit Advent Bandar Lampung. *Bina Bangsa Ekonomika*, 18(2), 1512–1523.
- Supriyadi, D., & Purnomo, D. H. (2024). Pengaruh Digitalisasi Terhadap Kinerja Karyawan Koperasi (Survey Pada Koperasi Anggota Puskhata Mitra PT. USSI Pinbuk Prima Software). *Ilmiah Manajemen*, 15(3), 527–540.
- Thufail, N. M. (2026). Pengaruh Kepemimpinan terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening (Studi Kasus pada Divisi Pembukaan Rekening Online Head Office PT Bank Muamalat Indonesia). *Jurnal Disrupsi Bisnis*, 9(1), 84–92.
- Tripathi, S. K., & Chaturvedi, R. K. (2023). How Job Satisfaction is Influenced by Work Place Environment: An Empirical Study. *Management Journal for Advanced Research*, 3(5), 57–67. <https://doi.org/10.54741/mjar.3.5.6>

- Turban, E., Polard, C., & Wood, G. (2019). *Information Technology for Management: Driving Digital Transformation to Increase Local and Global Performance, Growth and Sustainability* (11th ed.). Hoboken, NJ: John Wiley & Sons.
- Welkis, B. A., Timuneno, T., Nafie, R. E. I., & Putu, N. N. (2025). Pengaruh Digitalisasi terhadap Kinerja Karyawan melalui Kepuasan Kerja sebagai Variabel Intervening. *Jurnal Ilmiah Manajemen, Ekonomi Dan Akuntansi*, 5(3), 246–257.
- Widayanto, T., & Nugroho, S. H. (2022). The Influence of Leadership, Organizational Culture, and Work Competence on Employee Performance through Work. *Pamator*, 15(2), 81–97.
- Widiastuti, E., & Hartono, A. (2022). The Effect of Leadership and Work Environment on Employee Performance with Employee Motivation Intervening Variables at PT. Lezax Nesia Jaya. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(3), 26432–26444.
- Yamin, S. (Heri K. (2011). *Generasi baru mengolah data penelitian dengan partial least square path modeling: aplikasi dengan software XLSTAT, SmartPLS, dan visual PLS*. Jakarta: Salemba Infotek, 2011.

Books:

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia: Teori, Konsep dan Indikator*. Pekanbaru: Zanafala Publishing.
- Arikunto, S. (2020). *Prosedur Penelitian Suatu Pendekatan Praktik* (cetakan 6). Jakarta: Rineka Cipta.
- David Garson, G. (2018). *Partial Least Squares: Regression and Structural Equation Models*. London: Statistical Associates Publishers.
- Dessler, G. (2020). *Human Resource Management* (16th ed.). New Jersey: Pearson Education.
- Hasibuan, M. S. (2019). *Manajemen Sumber Daya Manusia* (revisi). Jakarta: Bumi Aksara.
- Hasibuan, M. S. (2021). *Manajemen Sumber Daya Manusia*. Bandung: Bumi Aksara.
- Kartono, K. (2020). *Pemimpin dan Kepemimpinan: Apakah Kepemimpinan Abnormal itu?* Jakarta: Badan Penerbit Rajawali Press.
- Kasmir. (2019). *Manajemen Sumber Daya Manusia (Teori dan praktik)* (Edisi 3). Jakarta: Raja Grafindo Persada.
- Mangkunegara, A. P. (2020). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.

Moch Nazir. (2019). Metode Penelitian (3rd ed.). Bogor: Ghalia Indonesia.

Mondy, R. W., & Martocchio, J. J. (2019). Human Resource Management (13th ed.). Pearson Education © 2016.

Nawawi, H. (2019). Manajemen Sumber Daya Manusia Untuk Bisnis Yang Kompetitif. Yogyakarta: Gadjah Mada University Press.

Robbins, S. P., & Judge, T. (2019). Essentials of organizational behavior (14th ed.). New Jersey: Pearson Education Limited.

Robbins, S., & Coulter, M. (2018). Management (15th ed.). New Jersey: Pearson Education Limited.

Sugiyono. (2021). Metode Penelitian Kuantitatif, Kualitatif, dan R&D (Sutopo (ed.); Edisi ke-2). Bandung: Alfabeta.

Sugiyono. (2022). Metode Penelitian Kuantitatif Kualitatif dan R&D (ke-3). Bandung: Alfabeta.

Sutrisno, E. (2018). Manajemen Sumber Daya Manusia. In Penerbit: Kencana Pranada Media Group. Jakarta (ke-4). Jakarta: Kencana.

Suwatno, & Priansa, D. J. (2018). Manajemen SDM dalam Organisasi Publik dan Bisnis (12th ed.). Bandung: Alfabeta.