

The Effects of Transformational Leadership, Service Digitalization, and Human Resource Development on Employee Job Satisfaction at the Madiun Regency Population and Civil Registration Office

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ABSTRACT

This study analyzed the effects of transformational leadership, service digitalization, and human resource development on employee job satisfaction at the Madiun Regency Population and Civil Registration Office. A quantitative approach was used. Primary data were collected by distributing questionnaires to 43 respondents. The analysis included research instrument testing, classical assumption testing, hypothesis testing, and multiple linear regression analysis. The findings showed that: (1) transformational leadership had a significant effect on job satisfaction, as indicated by a calculated t value of 5.166, which exceeded the critical t value of 1.685, and a significance value of 0.000, which was below 0.05; (2) service digitalization had a significant effect on employee job satisfaction, with a calculated t value of 2.097, which exceeded the critical t value of 1.685, and a significance value of 0.042, which was below 0.05; (3) human resource development had a significant effect on employee job satisfaction, with a calculated t value of 2.744, which exceeded the critical t value of 1.685, and a significance value of 0.009, which was below 0.05; and (4) transformational leadership, service digitalization, and human resource development jointly had a significant effect on employee job satisfaction, as indicated by a calculated F value of 25.335, which exceeded the critical F value of 2.85, and a significance value of 0.000, which was below 0.05.

Keywords: Transformational Leadership, Service Digitalization, Human Resource Development, Employee Job Satisfaction

I. Introduction

The rapid development of information technology has encouraged government agencies to transform their public service systems to become more effective, efficient, and transparent. One form of this transformation is the digitalization of public services, including those provided by the Population and Civil Registration Office (Disdukcapil), which plays an important role in delivering population administration services to the public. As an innovative response to these changes, the Madiun Regency Population and Civil Registration Office has implemented the Digital Population Identity (Identitas Kependudukan Digital, IKD)



program as a technology-based service innovation. The implementation of IKD is supported by Minister of Home Affairs Regulation No. 72 of 2022, which provides the legal basis for digital population administration services. The system is expected to improve service effectiveness, accelerate administrative processes, and facilitate real-time access to data (Aurny Rifa Yasa, 2025). However, the implementation of digitalization does not always proceed smoothly. Changes in work systems require employees to be technologically prepared, adaptable, and supported by appropriate leadership. At the Madiun Regency Population and Civil Registration Office, service delivery remains in a transitional phase because some members of the public are still served manually while the digital system is being introduced. As a result, employees must operate two service systems simultaneously, which may increase their workload and job-related pressure (Radar Madiun, 2025).

Human resources are a critical factor in the successful digitalization of services. Employees need competency development to adapt to the demands of modern work. In this context, transformational leadership, service digitalization, and human resource development are expected to contribute to employee job satisfaction. Leadership that provides direction, motivation, and support is believed to help employees respond more effectively to organizational change. Field data indicate that the Madiun Regency Population and Civil Registration Office has achieved excellent public satisfaction results, with a Community Satisfaction Index (IKM) score of 98.95 and a service quality rating of A. Nevertheless, this achievement does not eliminate the possibility of internal challenges for employees, particularly those related to workload, technological readiness, and adjustment to the new system. These conditions provide an important rationale for examining the factors that influence employee job satisfaction in greater depth. Based on the preceding discussion, this study analyzes the effects of transformational leadership, service digitalization, and human resource development on employee job satisfaction at the Madiun Regency Population and Civil Registration Office. The findings are expected to provide empirical evidence regarding the factors that influence employee job satisfaction and to offer practical input for improving organizational management and the quality of public services.

II. Literature Review and Hypothesis Development

2.1. Transformational Leadership

Transformational leadership is an approach through which leaders influence subordinates' behavior to foster work enthusiasm, job satisfaction, and high employee productivity, thereby enabling the organization to achieve its goals optimally (Wahyu Wibawa & Sri Widodo, 2025). Each leadership style has its own strengths and limitations, depending on how it is communicated and implemented and how it is perceived by individuals. Leadership style affects subordinates' job satisfaction, which in turn may influence organizational productivity (Angkiat, 2022). Drawing on Maslow's motivation theory, Tri Andjarwati (2015) explains that individuals seek self-actualization and therefore expect better treatment and recognition. Accordingly, contemporary transformational leadership should not only address esteem needs but also build awareness that leaders must guide their organizations toward the highest possible level of achievement.

According to Sinaga (2021), the indicators of transformational leadership include:

- a. Idealized influence
- b. Intellectual stimulation
- c. Individualized consideration
- d. Inspirational motivation

2.2. Service Digitalization

Digitalization is the process of converting printed documents into electronic form. It involves transferring information from a physical medium to a digital format in order to create digital document archives and digital archival collections without retaining all records in physical form (Rahayua et al., 2021). The digitalization of services has become an important issue in the era of digital transformation, in which information and communication technology (ICT) is used to make traditional service processes more efficient and accessible (Fauzi, 2024). According to Alhidayatullah (2023), the indicators of service digitalization include:

- a. Ease of access
- b. Provision of accurate information
- c. Time efficiency
- d. User attitudes

2.3. Human Resource Development

Human resource development is an important organizational effort to align employees' knowledge, abilities, and skills with increasingly complex job demands, particularly amid ongoing digitalization. Through development activities, organizations can prepare employees to respond to technological change, which remains a major challenge for many Indonesian organizations. Human resource development focuses on building a qualified workforce so that employees and organizations can perform effectively, particularly in delivering satisfactory services to the public (Tahar et al., 2022). According to Becker (1975), human resource development is an organizational investment intended to improve employee performance and job satisfaction. Strengthening human resource capabilities is also essential for retaining high-performing employees in an environment characterized by increasing workforce mobility, thereby supporting employee commitment and maximizing their contribution to organizational success (Azril et al., 2024).

According to Lulu Gita (2022), the indicators of human resource development include:

- a. Education
- b. Work experience
- c. Skills
- d. Technological capability

2.4. Employee Job Satisfaction

Employee job satisfaction refers to the degree of comfort and happiness employees experience in relation to their work. It encompasses factors such as compensation, the work environment, relationships with coworkers, and career development opportunities. High job satisfaction tends to increase employee loyalty, motivation, and productivity (Satariz Wijaya Kusuma, 2023). Putri et al. (2024) describe job satisfaction as employees' positive feelings toward and attachment to their work, as reflected in high work enthusiasm, stronger discipline, and improved performance, which ultimately contributes to better organizational outcomes. According to Lulu Gita (2022), the indicators of job satisfaction include:

- a. The work itself
- b. Supervisor oversight
- c. Coworkers
- d. Salary and wages
- e. Promotion opportunities
- f. Benefits

2.5. Previous Studies

- a. Syahidah Rejekiyah and Yulia Tri Kusumawati (2024) examined the effects of transformational leadership style and the work environment on the job satisfaction of employees at the East Kalimantan Provincial Department of Education and Culture. Their findings showed that the variables had significant partial and simultaneous effects on job satisfaction.
- b. Siringo-ringo et al. (2025) examined the effects of digitalization and leadership on employee job satisfaction at Adventist Hospital Bandar Lampung. Their findings showed significant partial and simultaneous effects on job satisfaction.
- c. Lulu Gita (2022) examined the effects of human resource development and job placement on employee job satisfaction.

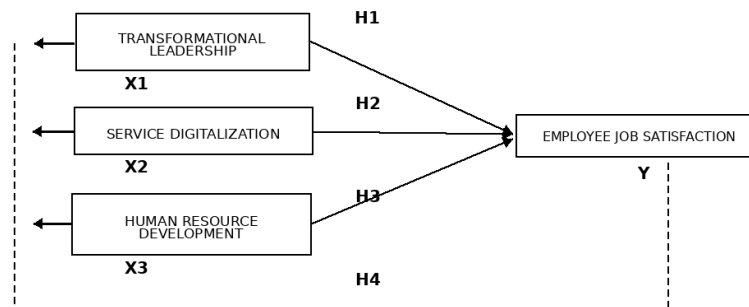


Figure 1. Conceptual Framework

Hypotheses

- a. Transformational leadership is expected to affect job satisfaction.
- b. Service digitalization is expected to affect job satisfaction.
- c. Human resource development is expected to affect job satisfaction.
- d. Transformational leadership, service digitalization, and human resource development are jointly expected to affect job satisfaction.

III. Research Method

3.1. Research Design

This study used a quantitative research design. Quantitative research is used to investigate a particular population or sample, generally applies random sampling techniques, collects data through research instruments, and analyzes the data quantitatively or statistically to test predetermined hypotheses (Sugiyono, 2023b). This study was conducted within the field of human resource management.

3.2. Population and Sample

The population consisted of all employees of the Madiun Regency Population and Civil Registration Office. According to Susanto et al. (2024), a population is the complete set of individuals, objects, or events that constitute the primary focus of a study. The sample consisted of 43 respondents, representing all employees at the research site. Thus, the study used a census or total sampling approach (Sugiyono, 2023b).

3.3. Data Collection Methods

This study used primary and secondary data. Primary data were obtained directly from the research subjects without an intermediary through the distribution of questionnaires. Secondary data were obtained

indirectly through intermediary sources, including the internet, previous research findings, books, articles, publications, and relevant institutions associated with the research problem.

3.4. Data Analysis Technique

The study used quantitative primary data measured on an ordinal scale with a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The collected data were analyzed in several stages: instrument validity and reliability testing, classical assumption testing, and multiple linear regression analysis.

3.5. Data Analysis Procedures

a. Validity Test

A validity test assesses whether a measurement instrument or questionnaire accurately measures the intended construct. A questionnaire item is considered valid when it is capable of measuring what it was designed to measure (Sugiyono, 2023).

b. Reliability Test

A reliability test evaluates the extent to which a questionnaire produces dependable results. A questionnaire is considered reliable when an individual's responses to its items remain consistent or stable over time (Sugiyono, 2023).

c. Classical Assumption Tests

1) Normality Test

The normality test determines whether the data in a regression model are normally distributed. One method of assessing residual normality is to examine a histogram and compare the observed data with a distribution that approximates normality. A normal distribution forms a straight diagonal line, and the residual plot is compared with that diagonal. When the residuals are normally distributed, the plotted data follow the diagonal line (Ghozali, 2021).

2) Multicollinearity Test

The multicollinearity test determines whether correlations exist among the independent variables in a regression model. A well-specified regression model should not exhibit strong correlations among its independent variables. Multicollinearity is considered absent when the variance inflation factor (VIF) is less than 10 (Ghozali, 2021).

3) Heteroscedasticity Test

The heteroscedasticity test determines whether the variance of the residuals differs across observations in a regression model. When the residual variance remains constant, the condition is referred to as homoscedasticity; when it varies, the condition is referred to as heteroscedasticity. A sound regression model should exhibit homoscedasticity, or no heteroscedasticity (Ghozali, 2021).

d. Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted using SPSS version 16. The model used to test the hypotheses was specified as follows:

$$Y = b_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

b_0 = Constant

β_1 = Regression coefficient for X1
 β_2 = Regression coefficient for X2
 β_3 = Regression coefficient for X3
 ε = Standard error
Y = Employee job satisfaction
X1 = Transformational leadership
X2 = Service digitalization
X3 = Human resource development
Coefficient of Determination

According to Sugiyono (2023), the coefficient of determination measures the percentage of variance in the dependent variable (Y) that is explained by the independent variables (X).

e. t-Test (Partial Effects)

According to Sugiyono (2023), the t-test determines whether each independent variable has a statistically significant partial effect on the dependent variable.

f. F-Test (Simultaneous Effect)

According to Sugiyono (2023), the F-test evaluates the simultaneous effect of the independent variables on the dependent variable and determines whether the combined effect is statistically significant.

IV. Results and Discussion

4.1. Research Results

a. Validity Test

Table 1 presents the questionnaire validity test results used to assess the measurement indicators for the variables in this study.

Table 1. Validity Test Results

Variable	Item	r-value	Critical r	Result
Transformational Leadership (X1)	X1.1	0.907	0.3008	VALID
	X1.2	0.929	0.3008	VALID
	X1.3	0.899	0.3008	VALID
	X1.4	0.832	0.3008	VALID
	X1.5	0.843	0.3008	VALID
	X1.6	0.904	0.3008	VALID
Service Digitalization (X2)	X2.1	0.906	0.3008	VALID
	X2.2	0.910	0.3008	VALID
	X2.3	0.930	0.3008	VALID
	X2.4	0.906	0.3008	VALID
Human Resource Development (X3)	X3.1	0.942	0.3008	VALID
	X3.2	0.931	0.3008	VALID
	X3.3	0.931	0.3008	VALID
	X3.4	0.916	0.3008	VALID
Employee Job Satisfaction (Y)	X4.1	0.866	0.3008	VALID
	X4.2	0.802	0.3008	VALID
	X4.3	0.905	0.3008	VALID

	X4.4	0.850	0.3008	VALID
	X4.5	0.876	0.3008	VALID
	X4.6	0.900	0.3008	VALID

Based on the results presented in Table 1, all indicators used in this study were valid.

a. Reliability Test

Table 2 presents the questionnaire reliability test results used to assess the consistency of the variables in this study.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Criterion	Result
Transformational Leadership (X1)	0.943	0.60	Reliable
Service Digitalization (X2)	0.933	0.60	Reliable
Human Resource Development (X3)	0.947	0.60	Reliable
Employee Job Satisfaction (Y)	0.933	0.60	Reliable

The reliability test produced Cronbach's alpha values of 0.943 for transformational leadership, 0.933 for service digitalization, 0.947 for human resource development, and 0.933 for employee job satisfaction. All values exceeded the minimum criterion of 0.60. Therefore, all variables demonstrated satisfactory reliability and were suitable for further analysis.

b. Normality Test

Table 3. Normality Test Results

Statistic	Component	Unstandardized Residual
N		43
Normal Parameters ^{a, b}	Mean	0.0000000
	Standard Deviation	1.74409863
Most Extreme Differences	Absolute	0.075
	Positive	0.066
	Negative	-0.075
Test Statistic		0.075
Asymptotic Significance (2-tailed)		0.200 ^{c, d}

The normality test showed that the significance value (two-tailed) for the standardized residual was 0.200. Because this value exceeded the 0.05 significance level, the data were considered normally distributed.

c. Multicollinearity Test

Table 4. Multicollinearity Test

Model	Variable	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	Constant	2.665	2.382	—	1.119	0.270	—	—
	Transformational Leadership	0.443	0.086	0.531	5.166	0.000	0.822	1.217
	Service Digitalization	0.263	0.126	0.218	2.097	0.042	0.806	1.241
	Human Resource Development	0.380	0.139	0.293	2.744	0.009	0.760	1.315

The decision criteria for the multicollinearity test were as follows:

- a. If VIF < 10, no multicollinearity is present among the independent variables.
- b. If VIF > 10, multicollinearity is present among the independent variables.

Table 4 shows VIF values of 1.217 for transformational leadership (X1), 1.241 for service digitalization (X2), and 1.315 for human resource development (X3). All VIF values were below 10. Therefore, no multicollinearity was present among the independent variables.

d. Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Model	Variable	B	Std. Error	Beta	t	Sig.
1	Constant	1.408	1.335	—	1.055	0.298
	Transformational Leadership	0.012	0.048	0.043	0.245	0.807
	Service Digitalization	-0.020	0.070	-0.051	-0.288	0.775
	Human Resource Development	0.006	0.078	0.014	0.075	0.941

The Glejser heteroscedasticity test produced significance values of 0.807 for transformational leadership, 0.775 for service digitalization, and 0.941 for human resource development. Because all significance values exceeded 0.05, the regression model showed no evidence of heteroscedasticity.

e. Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Results

Model	Variable	B	Std. Error	Beta	t	Sig.
1	Constant	2.665	2.382	—	1.119	0.270
	Transformational Leadership	0.443	0.086	0.531	5.166	0.000
	Service Digitalization	0.263	0.126	0.218	2.097	0.042
	Human Resource Development	0.380	0.139	0.293	2.744	0.009

The multiple linear regression results presented in the table were used to formulate the following equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 2.665 + 0.443X_1 + 0.263X_2 + 0.380X_3 + e$$

- 1) The constant (a) of 2.665 indicates that when transformational leadership (X1), service digitalization (X2), and human resource development (X3) are equal to zero, the estimated level of employee job satisfaction (Y) is 2.665.
- 2) Transformational leadership (X1) had a positive regression coefficient of 0.443. Thus, a one-point increase in transformational leadership was associated with a 0.443-point increase in employee job satisfaction.
- 3) Service digitalization (X2) had a positive regression coefficient of 0.263. Thus, a one-point increase in service digitalization was associated with a 0.263-point increase in employee job satisfaction.
- 4) Human resource development (X3) had a positive regression coefficient of 0.380. Thus, a one-point increase in human resource development was associated with a 0.380-point increase in employee job satisfaction.

f. Coefficient of Determination

Table 7. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813a	.661	.635	1.80994
a. Predictors: (Constant), Human Resource Development, Transformational Leadership, Service Digitalization				
b. Dependent Variable: Employee Job Satisfaction				

The coefficient of determination (R Square) was 0.661, indicating that 66.1% of the variation in employee job satisfaction (Y) was explained by transformational leadership (X1), service digitalization (X2), and human resource development (X3). The remaining 33.9% was attributable to other factors not included in this study. Thus, the three independent variables explained a substantial portion, but not all, of the variation in employee job satisfaction.

g. t-Test

The partial effects of transformational leadership, service digitalization, and human resource development are presented in the coefficients results in Table 8.

Table 8. t-Test Results

Model	Variable	B	Std. Error	Beta	t	Sig.
1	Constant	2.665	2.382	—	1.119	0.270
	Transformational Leadership	0.443	0.086	0.531	5.166	0.000
	Service Digitalization	0.263	0.126	0.218	2.097	0.042
	Human Resource Development	0.380	0.139	0.293	2.744	0.009

The t-test was conducted to determine whether transformational leadership, service digitalization, and human resource development individually affected employee job satisfaction at the Madiun Regency Population and Civil Registration Office. The following hypothesis-testing criteria were applied:

If $t\text{-calculated} < t\text{-critical}$ ($\alpha = 0.05$), H_0 is accepted and H_a is rejected.

If $t\text{-calculated} > t\text{-critical}$ ($\alpha = 0.05$), H_0 is rejected and H_a is accepted.

h. F-Test

The hypotheses were tested simultaneously using the F-test. The F-test evaluates the overall statistical significance of the relationship between the independent variables and the dependent variable. The results were as follows:

Table 9. F-Test Results

Model	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	248.985	3	82.995	25.335	0.000 ^b
	Residual	127.759	39	3.276	—	—
	Total	376.744	42	—	—	—

The F-test was used to determine the simultaneous effects of transformational leadership, service digitalization, and human resource development on employee job satisfaction. The calculated significance level was compared with the 0.05 (5%) significance threshold using the following criteria:

If the calculated significance value is greater than 0.05, H_0 is accepted and H_a is rejected.
If the calculated significance value is less than 0.05, H_0 is rejected and H_a is accepted.

Based on the ANOVA table, the calculated F value was 25.335. The critical F value at $df_1 = 3$ and $df_2 = 39$ was 2.85. Because the calculated F value exceeded the critical F value and the significance value was below 0.05, the null hypothesis (H_0) was rejected and the alternative hypothesis (H_a) was accepted. Therefore, transformational leadership, service digitalization, and human resource development jointly affected employee job satisfaction (Y) at the Madiun Regency Population and Civil Registration Office.

4.2. Discussion

a. Effect of Transformational Leadership (X1) on Job Satisfaction (Y)

The t-test results showed that transformational leadership (X1) had a calculated t value of 5.166, which exceeded the critical t value of 1.685, and a significance value of 0.000, which was below 0.05. Therefore, transformational leadership had a statistically significant effect on employee job satisfaction (Y) at the Madiun Regency Population and Civil Registration Office.

b. Effect of Service Digitalization (X2) on Job Satisfaction (Y)

The t-test results showed that service digitalization (X2) had a calculated t value of 2.097, which exceeded the critical t value of 1.685. Its significance value was 0.042, which was below 0.05. Therefore, service digitalization had a statistically significant effect on employee job satisfaction (Y) at the Madiun Regency Population and Civil Registration Office.

c. Effect of Human Resource Development (X3) on Job Satisfaction (Y)

The t-test results showed that human resource development (X3) had a calculated t value of 2.744, which exceeded the critical t value of 1.685. Its significance value was 0.009, which was below 0.05. Therefore, human resource development had a statistically significant effect on employee job satisfaction (Y) at the Madiun Regency Population and Civil Registration Office.

d. Combined Effects of Transformational Leadership, Service Digitalization, and Human Resource Development on Job Satisfaction

The F-test results in Table 9 showed that transformational leadership (X1), service digitalization (X2), and human resource development (X3) jointly affected employee job satisfaction (Y). The significance value was 0.000, which was below 0.05, and the calculated F value was 25.335, which exceeded the critical F value of 2.85. Thus, the three independent variables had a positive and statistically significant simultaneous effect on employee job satisfaction (Y) at the Madiun Regency Population and Civil Registration Office.

V. Conclusion

- a. Transformational leadership (X1) had a statistically significant effect on employee job satisfaction (Y) at the Madiun Regency Population and Civil Registration Office.
- b. Service digitalization (X2) had a statistically significant effect on employee job satisfaction (Y) at the Madiun Regency Population and Civil Registration Office.
- c. Human resource development (X3) had a statistically significant effect on employee job satisfaction (Y) at the Madiun Regency Population and Civil Registration Office.
- d. Transformational leadership (X1), service digitalization (X2), and human resource development (X3) jointly had a statistically significant effect on employee job satisfaction (Y) at the Madiun Regency Population and Civil Registration Office.

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