

ANALYSIS OF THE INFLUENCE OF PRINCIPALS TRANSFORMATIONAL LEADERSHIP ON JOB SATISFACTION AND PERFORMANCE OF PUBLIC PRIMARY SCHOOL TEACHERS

Posman WH Hasibuan¹, Imelda Barus², Sonya Brinda³, Bayu Purbha Sakti⁴, Nani Mulyani⁵

^{1,2}Program Studi Manajemen, Universitas Tama Jagakarsa

³Fakultas Keguruan dan Ilmu Pendidikan, Universitas Mayjend Sungkono

⁴Program Studi Pendidikan Guru Sekolah Dasar, Universitas Widya Dharma Klaten

⁵Program Studi Teknik Informatika, Universitas Indraprasta PGRI

e-mail: posmanhasibuan@yahoo.co.id

Abstrak

Tujuan penelitian ini adalah untuk mengetahui dampak kepemimpinan transformatif kepala sekolah terhadap prestasi kerja guru dan kepuasan kerja. Penelitian ini menggunakan metodologi survei. Kuesioner digunakan dalam tahap perolehan data penelitian ini. Besar sampel penelitian ini berjumlah 200 orang pendidik. Pengambilan sampel acak adalah strategi sampel yang digunakan dalam penyelidikan ini. Berdasarkan analisis dan interpretasi data penelitian dan hasil diskusi, dapat disimpulkan bahwa sikap pemimpin terhadap perubahan yaitu peningkatan motivasi, stimulasi intelektual, dan perhatian individu mempunyai pengaruh yang cukup besar terhadap kepuasan kerja guru. Temuan penelitian mengenai pengaruh manajemen perubahan kepemimpinan terhadap kepuasan kerja dan kinerja. Dampak kepemimpinan transformatif seorang manajer terhadap kepuasan kerja sangat besar. Selain itu, temuan penelitian kedua menunjukkan bahwa kinerja guru merupakan suatu konstruk yang ditetapkan oleh kepala sekolah. Pergantian pengurus sekolah berdampak besar terhadap kinerja guru. Nilai t hitung pada uji t melebihi nilai t tabel. Oleh karena itu, peran instruktur memberikan dampak pada transformasi kepemimpinan.

Kata kunci: Guru, Kepemimpinan Transformasional, Kepuasan Kerja, Kinerja

Abstract

The objective of this study is to ascertain the impact of the principal's transformative leadership on teacher work performance and job satisfaction. This study used a survey methodology. Questionnaires were employed in the data acquisition phase of this study. The sample size for this study consisted of 200 educators. Random sampling is a sample strategy employed in this investigation. Based on the analysis and interpretation of study data and discussion outcomes, it can be inferred that leaders' attitudes towards change, namely their promotion of motivation, intellectual stimulation, and individual attention, have a substantial influence on teacher work satisfaction. Research findings regarding the influence of leadership change management on both job satisfaction and performance. The impact of a manager's transformative leadership on job satisfaction is substantial. Moreover, the findings of the second study indicate that teacher performance is a construct established by the school principal. Changing school administrators has a pronounced impact on teacher performance. The computed t value in the t test exceeds the t table value. Hence, the role of instructors exerts an impact on the transformation of leadership.

Keywords: Teacher, Transformational Leadership, Job Satisfaction, Performance

INTRODUCTION

Entering the era of globalization, the challenges faced by the Indonesian people are increasingly difficult. In this era, there is very competitive competition for human resources. Science and technology are developing very rapidly (Hughes et al., 2012). A country that has quality human resources will certainly master science, technology, and skills so that it can win the competition (Brinda et al., 2020). There are a number of issues in the field of education, such as a westernized education system, a lack of focus on teaching staff, numerous harmful influences on students, the marginalization of teachers with successful teaching and learning practices, the failure to give high-achieving students important tasks, and the teaching staff's busy schedules in meeting their daily needs (Mamusung et al., 2021). The supply of high-quality education at all levels is necessary for the future availability of skilled labor as well as for the mastery of science, technology, and other subjects (Bakri

et al., 2023). It is vital to improve teacher performance skills and job happiness in order to produce quality human resources. The effectiveness of a teacher in facilitating the teaching and learning process in the classroom determines the results that students receive (Mamusung et al., 2019).

One of the resources in schools, teachers play a critical function in raising the caliber of students (Alfalah et al., 2022). They are tasked with guiding and directing students' learning methods to achieve optimal results. For this reason, educational institutions pay special attention to increasing job satisfaction and teacher performance (Safrida et al., 2023). By increasing job satisfaction and teacher performance, quality educational outcomes can be achieved for the future of the nation and state. The nation's progress lies in the country's ability to create quality education for every citizen to achieve its goals (Simamora & Elviani, 2022). Government Regulation No. 19 of 2005 outlines eight specific standards, which include content standards, process standards, graduate competency standards, standards for educators and education personnel, and facilities standards. These standards are designed to achieve the goals mentioned earlier (Jamaluddin et al., 2019). Elements such as infrastructure, managerial protocols, financial systems, and educational evaluation standards. The level of graduates, as evidenced by their proficiency, is strongly linked to the standards upheld by educators and education professionals (Safrida et al., 2019). Consequently, in order to ensure the production of high-quality graduates, it is necessary to enhance the quality of educational professionals, encompassing librarians, administrative staff, school principals, supervisors, and teachers (Irwanto et al., 2023). Teachers, as a vital component of the educational process, have a significant influence on the efficacy of schooling due to their close association with children and their daily educational activities. The teacher is responsible for implementing the educational process within the classroom (Irwanto et al., 2023). Ensuring constant and sustainable empowerment of teacher quality is of utmost importance. It is impossible to separate this from the elements of classroom management (Marjoni et al., 2015).

The level of job satisfaction among teachers is another element that affects their performance. If a teacher is highly satisfied with his work, he can work professionally. Because they have specific motivations or reasons for doing so, teachers who are highly satisfied with their jobs typically perform their duties with enthusiasm and vigor. The teacher is motivated by this cause, which provides him strength to work hard and be willing. Teachers who are happy in their jobs will be more inclined to adapt and adjust in order to succeed in the workplace (Negara et al., 2022). Leaders require support in implementing it in order to maximize staff achievement. Increasing teachers' job satisfaction is one way to help them develop to the level that the leader wants them to, which will boost their performance and help the organization achieve its objectives. Employee satisfaction increases the likelihood that they will stick with the company. Meanwhile, dissatisfied workers tend to be resistant in their relationships with leadership and engage in various counterproductive behaviors (Setiawan et al., 2020).

Job satisfaction and teacher performance are the two primary factors that must be taken into account in order to improve education and subsequently improve the quality of human resources. The topic of leadership always leaves a particular impression because it determines an organization's success or failure. The capacity to persuade, motivate, and enable an individual or group to accomplish organizational objectives is known as leadership. One of the managerial facets of working in an organization is leadership, which is an important role. Because a leader's influence acts as a reconciler in the process of collaboration inside their organization in this example, the school among its members. Since an organization's leadership is a major factor in determining its success or failure, leadership issues are always fascinating to observe (Abdullah et al., 2022). One of the managerial facets of working in an organization is leadership, which is an important role. Because a leader's guidance balances out the process of cooperation among team members within the organization. An organization's traits can be distinguished from those of other organizations by the leadership of that leader. It is rare to find dynamic and effective leadership, which is the most fundamental potential. Nevertheless, this does not preclude a leader from developing into a dynamic and effective leader (Sutrisno et al., 2023).

A person's capacity to persuade and inspire others to achieve a common objective is known as leadership. A key component of leadership is setting and implementing corporate objectives to maximize worker performance and happiness. One of the things that might inspire, encourage, and move teachers to attain higher performance and job happiness is the use of suitable leadership from

superiors. Leadership is a valuable resource for comprehending what and how leadership functions in society's social interactions (Wahdiniawati & Srinastiti, 2023). It was immediately apparent that a person's leadership contributes to the process of human cooperation inside a group or organization, including the educational sector. Changes in the sphere of education are actively influenced by leadership. The principal of the school is the leader. In addition to serving as a leader, the principal of the school he oversees may also teach. Therefore, the existence of leaders plays an important role in the running of organizations in schools in accordance with their roles as guides and goals for the future (direct setter), agents of change, negotiators (spokerspersion), and coaches (Marjoni, 2016).

One element of education that is linked to raising teacher effectiveness and job happiness is the school principal. The principal of the school oversees the planning of instructional programs, administration, hiring and training of additional teachers, and upkeep of infrastructure and facilities. The complexity of the principal's responsibilities, which call for assistance for increased job satisfaction and increasingly effective and efficient performance, increases the significance of the principal's role. As an organizational leader, every school principal must understand and be able to inspire his staff members (Waryanti et al., 2021). The principal's success is correlated with the school's success. Overseeing all aspects of success in the educational establishment he oversees is the principal's responsibility. Thus, it is the responsibility of a school principal to support educators in their constant efforts to better themselves. Developing professional teachers to follow instructions is one of a school principal's responsibilities. In addition, the principal has a responsibility as a leader to be aware of his teachers' work satisfaction and performance. The leadership of the school organization has a direct impact on teacher performance, and teacher job satisfaction is directly correlated with performance. Therefore, for schools, the results of teacher performance assessments are very important, as is their role in making decisions about various matters (Abdullah et al., 2022).

According to the researcher's observations, some teachers have not demonstrated job satisfaction or good performance in carrying out their duties as teachers, including developing the teaching profession and organizing and implementing improvement programs, as well as carrying out learning activities, assessments, and daily tests. According to a teacher profile, performance is still low, meaning that teachers continue to impart knowledge in an unprepared and monotonous manner. Teachers continue to prepare courses using very basic methods and have not demonstrated innovation in managing their pupils, which leads to kids losing interest in what they are learning, becoming distracted, fighting in class, and upsetting their friends (Marjoni, 2016). It is at this point that the principal must take the lead. The school principal must act firmly against violations that occur so that all components of the school provide services to students. However, without realizing it, a leader often uses his own methods in carrying out his role, and the methods he uses are a reflection of the basic characteristics of a leader's personality, although this understanding is not absolute. A person's way or technique for carrying out leadership is called a leadership style or model. So, to be able to carry out their role optimally, school principals need to apply the right leadership model (Sutrisno et al., 2023).

The purpose of transformational leadership is to address the issues of a time of rapid change. According to management and leadership development studies that focus on people, performance, and growth, transformational leadership is not only grounded in the need for self-esteem but also in leaders' increasing understanding of the need to perform to the best of their abilities. A transformational leader is one who is visionary and works to advance the company both now and in the future by acting as a catalyst that is, someone who shifts the system in a more positive direction. Accordingly, transformational leadership is one of the main leadership paradigms that Indonesian schools need to adopt and develop (Setiawan et al., 2020). A principal that practices transformational leadership places a high priority on creating opportunities for all members of the school community, including teachers, staff, and students, and encourages them to work together according to a set of moral principles. This ensures that everyone in the community is willing to be coerced and can contribute to the school's vision, mission, and goals to the best of their abilities (Waryanti et al., 2021).

In Indonesia, a type of transformational leadership is starting to emerge along with the change in policy direction and centralization to decentralization, where schools have a significant role in determining their own school-based policies, namely so that school principals can implement the importance of principal leadership in school management, management models, and reform efforts in education (Puspitoningrum, 2015). Without the leadership of a school principal who is aspirational towards change, no matter how ideally designed, educational reform efforts are likely not to bring

optimal results. In order to help each student grow, school principals, as organizational leaders, must focus on teacher performance and job satisfaction in terms of increasing talents and skills. So, in order for teachers to succeed in their teaching responsibilities at school, the principal, a leader in the organization, needs to be aware of and skilled in a few specific strategies (Irwanto et al., 2023).

METHOD

This study used a survey methodology. Generally speaking, a survey's definition is restricted to research, in which data is gathered from population samples in order to represent the total population. Therefore, survey research is defined as study in which questionnaires are the primary means of data collection and samples are drawn from the population. If research is to produce valid and relevant findings for the field or study goal, population is a crucial factor that must be properly taken into account. According to the research, the study's population consists of 200 teachers, who make up the teacher council. The researcher uses incidental sampling in this study, which involves taking samples that he chances to uncover during the investigation if people believe they would be good sources of data. The Slovin formula is used in the sampling approach in the meanwhile. The researcher verified that the three instruments employed had valid constructs before beginning the data analysis. Microsoft Excel is used to test the validity of the study items. To determine whether or not the data utilized in this study were normally distributed, the data normalcy test was performed. It will be possible to determine whether or not the sample is representative of a population with a normal distribution by using the normality test. By calculating the degree of confidence, the Kolmogrov-Smirnov test was performed in this work to determine data normality.

RESULTS AND DISCUSSION

The findings of this study indicate that work happiness is positively impacted by the principal's transformational leadership. This demonstrates that teachers will be more satisfied with their jobs under a principal who is more transformative in his leadership of the school. The present study is consistent with other studies indicating that job satisfaction is significantly impacted by the transformational leadership of the principle. Overall, the majority of research findings indicate that a business can achieve success by using a participative management style that prioritizes communication and respect for subordinates, leading to satisfied outcomes. Transformational leadership traits, which are more common in Western culture, have a big influence on how satisfied subordinates are with their jobs. Empowerment and a clear vision are traits of transformational leaders, and these qualities have been linked to high levels of job satisfaction. The four behavioral components of transformational leadership are intellectual stimulation, customized conditions, inspirational motivation, and idealized influence. Prior studies on transformational leadership came to the conclusion that task performance, role clarity, and follower behavior and responses are all strongly correlated with leader conduct. Both work happiness and subordinates' contentment with their leaders are impacted by transformational leader actions. People believe that CEOs who exhibit transformational leadership traits typically have happier workplaces. Transformational leaders enable their subordinates to perform well by offering them guidance, support, and encouragement. Research on the connection between transformational leadership and job satisfaction is supported by earlier studies, which are predicated on the idea that transformational leaders are able to raise subordinates' needs above what they need and match the future vision with them. Building commitment to corporate goals is another approach that is referred to as transformational leadership. Based on the study's findings, it can be concluded that school principals practice transformational leadership, which contributes significantly to workers' increased job satisfaction. Therefore, it can be guaranteed that teaching staff will be more satisfied with their jobs the more a school principal executes his duties using a transformational leadership model, which includes constantly offering idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

The findings of this study demonstrate that teachers' performance is positively impacted by the principal's transformational leadership. This demonstrates that a principal's ability to improve his school will have a positive impact on the performance of the instructors under his direction. One element of education linked to raising teacher performance is the school principal. The principal of the school oversees the planning of instructional programs, administration, hiring and training of additional teachers, and upkeep of infrastructure and facilities. The principal's job becomes more

significant as the demands of their increasingly complicated duties increase. These needs call for support in order to motivate employees to operate in an increasingly effective and efficient manner at work. It is believed that transformational leadership is characterized by proactive action, heightened awareness of followers' shared interests, and high-level goal achievement assistance. The goal of transformational leadership is to help followers reach their full potential and perform better. Individuals that exhibit transformational leadership frequently possess a solid core of beliefs and ideals. They work well at inspiring followers to do actions that advance causes bigger than themselves.

The implications of the research findings, which show the impact of transformational leadership on work satisfaction and teacher performance, can be presented based on data analysis and debate. It has been established through one independent variable, two dependent variables, and the two proposed hypotheses that transformational leadership significantly improves teacher performance and job happiness. The traits of transformative leadership, prevalent in Western societies, have a noteworthy influence on the performance of subordinates. The implementation of a transformational leadership training program for managers has a notable impact on how subordinates view the transformational leadership of their superiors. The transformational leadership style used by managers tends to increase job satisfaction and staff performance. When managers exercise charismatic leadership, provide inspiration, exercise individual judgment, and stimulate intellectually, staff react positively. Such transformational qualities stimulate high levels of subordinate needs and produce feelings of satisfaction. The diverse theories that underpin the research findings indicate that school principals' transformative leadership has a significant role in influencing the institution's sustainability and performance. In addition, school principals, with their transformational leadership, are required to consider teacher job satisfaction before looking at teacher performance. And if this is done, the expected vision, mission, and goals of the institution can be achieved well.

The study's findings demonstrate a connection between the theories and earlier research's conclusions, particularly those regarding work satisfaction and teaching effectiveness. Considering the possibility that the transformational leadership of the principal affects both teacher performance and job satisfaction, it follows that improving teacher performance and job satisfaction will come from the principal's transformational leadership. An educational institution will be better the more successfully the principal uses transformational leadership to influence teacher performance and work happiness. In order to successfully and efficiently accomplish institutional goals, school administrators are also expected to continuously enhance their transformational leadership skills, which include exercising ideal influence, inspiring motivation, intellectual stimulation, and individual consideration.

CONCLUSION

The variable aspects of the principal's transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, have a significant impact on teacher work satisfaction. This conclusion is based on the data analysis results and research findings that discuss the influence of the principal's transformational leadership on job satisfaction and teacher performance. The calculated t-value in the t-test exceeds the value in the t-table. The teachers, who are guided by the principal, experience significantly higher job satisfaction due to his transformative leadership. Furthermore, the second research conclusion suggests that the principal's transformative leadership has an influence on teacher performance. The performance of teachers is significantly influenced by the transformational leadership exhibited by the principal. The calculated t-value in the t-test exceeds the value in the t-table. Therefore, it may be inferred that the principal's transformative leadership directly influences the efficacy of the instructors under his supervision.

The following recommendations were made in light of the conclusions drawn from the analysis of the research findings: The research's findings are anticipated to be useful information for the Department of Education in developing tests of principal performance, job satisfaction, and teacher effectiveness, all of which aim to enhance performance through the development of transformational leadership skills in school principals. Teachers are advised to further develop their potential and optimize their performance in accordance with their duties and responsibilities. Developing this potential can be done by attending seminars, workshops, or educational training. Future researchers need to pay attention to factors that influence performance. The variables that influence these two variables can be expanded, for example, by looking at teacher motivation, work environment, culture, organization, level of incentives, organizational climate, teacher commitment, and so on. The scope of

the research subject can also be expanded, for example, by comparing teachers with civil servant status with teachers with non-PNS status, so that differences in performance can be identified. Or the scope of the research object is expanded by comparing the performance of teachers in state elementary schools with private elementary schools.

REFERENCES

- Hughes, R. L, R. C. Ginnett, And G. J. Curphy. (2012). *Leadership: Enriching Lessons From Experience*. Seventh Edition. Jakarta: Salemba Humanika.
- Brinda, S., Junining, E., & Chojimah, N. (2020). Illocutionary Acts And Politeness Strategies Implied In Puppet Show Characters "Bambang Wisanggeni". *Jurnal Budaya Brawijaya*, 1(1), 22-27.
- Mamusung, R. T., Nimran, U., Suharyono, S., & Kusumawati, A. (2021). The Effect Of Relationship Marketing On Service Quality And Customer Loyalty: An Empirical Study In Indonesia. *The Journal Of Asian Finance, Economics And Business (Jafeb)*, 8(7), 533-543.
- Bakri, A. A., Wandanaya, A. B., Violin, V., & Fauzan, T. R. (2023). The Application Of Utaut Modified Model To Analyze The Customers Use Behavior Of Shopee Paylater. *Jurnal Sistim Informasi Dan Teknologi*, 96-101.
- Mamusung, R. T., Kusumawati, A., Nimran, U., & Suharyono, S. (2019). Building Customer Loyalty Through Service Quality And Customer Trust. *Wacana Journal Of Social And Humanity Studies*, 22(4).
- Alfalah, N. J., Hasni, D., & Febrianto, B. Y. (2022). Hubungan Obesitas Dengan Kejadian Hipertensi Pada Perempuan Minangkabau. *Poltekita: Jurnal Ilmu Kesehatan*, 15(4), 360-364.
- Safrida, S., Silalahi, R. M. P., & Tannady, H. (2023). The Role Of School Principal Leadership Style, Work Environment And Family Support On Paud Teacher Performance. *Jurnal Obsesi: Jurnal Pendidikan Anak Usia Dini*, 7(3), 2611-2618.
- Safrida, S., Tannady, H., Solissa, E. M., Sapulete, H., & Al Haddar, G. (2023). Strategic Leadership Analysis Of School Principal To Improve Learning Quality. *Jurnal Pendidikan Dan Kewirausahaan*, 11(2), 391-399.
- Simamora, R. N. H., & Elviani, S. (2022). Carbon Emission Disclosure In Indonesia: Viewed From The Aspect Of Board Of Directors, Managerial Ownership, And Audit Committee. *Journal Of Contemporary Accounting*, 1-9.
- Jamaluddin, Y., Fitriani, F., Safrida, S., & Warjio, W. (2019). Strategi Dan Model Pemberdayaan Masyarakat Miskin Di Sumatera Utara. *Jurnal Administrasi Publik (Public Administration Journal)*, 9(1), 21-30.
- Safrida, S., Supriadi, S., Nasution, I., & Fahmi, N. A. (2019). Variabel Anteseden Kepuasan Kerja Dan Dampaknya Terhadap Komitmen Organisasi Di Smp Negeri 2 Medan. *Develop*, 3(1), 12-26.
- Irwanto, F. S., Hasni, D., Anggraini, D., & Febrianto, B. Y. (2023). Hubungan Pola Konsumsi Lemak Dan Sodium Terhadap Tekanan Darah Pada Pasien Hipertensi Perempuan Etnis Minangkabau. *Scientific Journal*, 2(2), 63-74.
- Marjoni, M. R. Afrinaldi, Dan Novita, Ad (2015). Kandungan Total Fenol Dan Aktivitas Antioksidan Ekstrak Air Daun Kersen (*Muntingia calabura L.*). *Jurnal Kedokteran Yarsi*, 23(3), 187-196.
- Negara, M. E. P., Triansyah, I., Hasni, D., & Febrianto, B. Y. (2022). Hubungan Intensitas Penggunaan Earphone Dengan Derajat Gangguan Pendengaran Pada Mahasiswa Fakultas Kedokteran Universitas Baiturrahmah. *Scientific Journal*, 1(3), 229-236.
- Setiawan, P. B. A., Vani, A. T., Febrianto, B. Y., & Septiana, V. T. (2020). The Effectiveness Of Using Aloe Vera Facial Soap And Aloe Gel On The Degree Of Acne Vulgaris In Students Of Sma Negeri 2 Bayang. *Jurnal Eduhealth*, 11(1), 39-47.
- Abdullah, D., Febrianto, B. Y., Dewi, N. P., Vani, A. T., & Ulfah, F. C. (2022). The Effectiveness Of 80% Kefir Gel Against The Overview The Number Of Fibroblasts In Healing Cuts Mice (*Mus Musculus*). *Jurnal Kesehatan Prima*, 16(1), 18-24.
- Sutrisno, S., Wulandari, W., Violin, V., Supriyadi, A., & Tawil, M. R. (2023). Prioritization Of The Best Online Platform For Msmes Using Simple Additive Weighting Method. *Journal On Education*, 5(3), 10265-10275.
- Wahdiniawati, S. A., & Sarinastiti, N. (2023). Employee Development: Analysis Organization Culture, Competence And Mentoring: A Literature Review. *International Journal Of Business And Applied Economics*, 2(2), 295-308.

- Marjoni, R. (2016). *Dasar-Dasar Fitokimia Untuk Diploma Iii Farmasi*. Jakarta: Trans Info Media.
- Puspitoningrum, E. (2018). Implementasi Literasi Untuk Meningkatkan Motivasi Pembelajaran Pada Materi Membaca Aksara Jawa Siswa Sma. *Jurnal Bahasa, Seni, Dan Pengajaran*, 2(1), 35-45.
- Waryanti, E., Puspitoningrum, E., Violita, D. A., & Muarifin, M. (2021, November). Struktur Cerita Anak Dalam Cerita Rakyat Timun Mas Dan Buto Ijo Dalam Saluran Youtube Riri Cerita Anak Interaktif (Kajian Sastra Anak). In *Prosiding Semdikjar (Seminar Nasional Pendidikan Dan Pembelajaran)* (Vol. 4, Pp. 12-29).
- Puspitoningrum, E. (2015). Pengembangan Bahan Ajar Mendengarkan Cerita Anak Untuk Sekolah Dasar Kelas Tinggi. *Jurnal Pendidikan Dasar Nusantara*, 1(1).
- Majid, S., Nugraha, A., Sulistiyono, B., Suryaningsih, L., Widodo, S., Kholdun, A., ... & Endri, E. (2022). The Effect Of Safety Risk Management And Airport Personnel Competency On Aviation Safety Performance. *Uncertain Supply Chain Management*, 10(4), 1509-1522.
- Wahdiniawati, S. A., Tannady, H., Al Haddar, G., Sugisman, S., & Arief, I. (2023). Analisis Peningkatan Kinerja Guru Melalui Kompetensi Dan Beban Kerja Pada Guru Smp Negeri Di Dki Jakarta. *Management Studies And Entrepreneurship Journal (Msej)*, 4(1), 632-640.
- Utamajaya, J. N., Manullang, S. O., Mursidi, A., Noviandari, H., & Bk, M. K. U. (2020). Investigating The Teaching Models, Strategies And Technological Innovations For Classroom Learning After School Reopening. *Palarch's Journal Of Archaeology Of Egypt/Egyptology*, 17(7), 13141-13150.
- Manullang, S. O. (2020). *Ciri-Ciri Pelayanan Birokrasi Yang Berkualitas*. Medan: Kita Menulis.
- Manullang, S. O. (2021). Perubahan Sosial Masyarakat Pedesaan Di Era Teknologi. *Cross-Border*, 4(1), 83-88.
- Revida, E., Aisyah, S., Pardede, A. F., Purba, S., Hidayatulloh, A. N., Leuwol, N. V., ... & Manullang, S. O. (2021). *Manajemen Pelayanan Publik*. Yayasan Kita Menulis.
- Sulasih, S., Manullang, S. O., Purba, B., Mardia, M., Purba, P. B., Mistriani, N., ... & Rahmadana, M. F. (2021). *Studi Kelayakan Bisnis*. Yayasan Kita Menulis.
- Setyawati, K., Ausat, A. M. A., Kristanti, D., Setiadi, B., & Astuti, E. D. (2023). The Role Of Commitment, Work Ethos And Competence On Employee Performance In Sharia Commercial Bank. *Jemsi (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(2), 523-529.
- Solehati, A., Mustafa, F., Hendrayani, E., Setyawati, K., Kusnadi, I. H., Suyoto, Y. T., & Tannady, H. (2022). Analisis Pengaruh Store Atmosphere Dan Service Quality Terhadap Brand Preference (Studi Kasus Pelanggan Gerai Ritel Kopi Di Dki Jakarta). *Jurnal Kewarganegaraan*, 6(2), 5146-5147.
- Amelia, H., & Setyawati, K. (2023). Analisis Peningkatan Kinerja Pegawai Negeri Sipil Pada Kelurahan Bidara Cina Kota Administrasi Jakarta Timur. *Pandita: Interdisciplinary Journal Of Public Affairs*, 6(2), 106-120.
- Setyawati, K. (2023). The Influence Of Organizational Culture, Leadership, And Motivation On Performance Of Early Childhood School Teachers. *Journal Of Childhood Development*, 3(1), 39-46.
- Astuti, N. K., & Setyawati, K. (2022). Analisis Perbandingan Kinerja Pegawai Pns Dan Non Pns Di Kantor Suku Dinas Pendidikan Walikota Jakarta Timur. *Pandita: Interdisciplinary Journal Of Public Affairs*, 5(1), 81-86.
- Pramudito, D. K., Arijanti, S., Rukmana, A. Y., Oetomo, D. S., & Kraugusteeliana, K. (2023). The Implementation Of End User Computing Satisfaction And Delone & Mclean Model To Analyze User Satisfaction Of M. Tix Application. *Jurnal Informasi Dan Teknologi*, 5(3), 7-12.
- Pramudito, D. K., Mursitama, T., Abdinagoro, S. B., & Tanurahrjo, H. H. (2021). The Influence Of Big Data Recommendation: An Approach On E-Loyalty Of E-Grocery Business. *Psychology And Education*, 58(2), 3550-3564.
- Pramudito, D. (2021). The Moderation Effect Of E-Trust And Big Data Quality In E-Grocery: An Empirical Research From Outside Of Java Island. *Turkish Journal Of Computer And Mathematics Education (Turcomat)*, 12(10), 6445-6459.
- Pramudito, D. K., Nuryana, A., Assery, S., Purnomo, H., & Bakri, A. A. (2023). Application Of Unified Theory Of Acceptance, Use Of Technology Model And Delone & Mclean Success Model To Analyze Use Behavior In Mobile Commerce Applications. *Jurnal Informasi Dan Teknologi*, 5(3), 1-6.

- Pramudito, D. K. (2022). Data Mining Implementation On Java North Coast Weather Forecast Dataset Using C4. 5 Algorithm. *Jurnal Sigma*, 13(3), 139-148.
- Henky Hendrawan, Soni Suharmono, Sulistyoto Budi Utomo, Sonny Santosa, & Rini Novianti. (2023). Utilization Social Media For Msme Development. *Kreatif: Jurnal Pengabdian Masyarakat Nusantara*, 3(4), 09–16.
- Senoaji, F. (2021). Hubungan Antara Tanggung Jawab Sosial, Kualitas Pelayanan, Dan Citra Perusahaan Terhadap Loyalitas Nasabah Bsi Surabaya. *Improvement: Jurnal Manajemen Dan Bisnis*, 1(2), 165-172.
- Senoaji, F., Tannady, H., Darmo, I. S., Sutrisno, S., & Sonani, N. (2023). Analisis Peningkatan Produk Laptop Melalui Brand Attitude Dan Brand Credibility. *Journal Of Economic, Bussines And Accounting (Costing)*, 6(2), 1320-1330.
- Novita, D., & Senoaji, F. (2022). Peran Merek Dan Packing Dalam Penjualan Keripik Pisang Kekinian Di Surabaya. *Jurnal Pengabdian Kepada Masyarakat Dan Aplikasi Teknologi (Adipati)*, 1(1), 30-36.
- Senoaji, F., & Sari, R. M. (2023). Pemberdayaan Masyarakat Dalam Menambah Nilai Ekonomi Warga Desa Burno Lumajang. *Community Development Journal: Jurnal Pengabdian Masyarakat*, 4(2), 4227-4234.
- Seto, A. A., Febrian, W. D., Mon, M. D., Senoaji, F., Kusumawardhani, Z. N., Rusman, I. R., ... & Jaya, H. (2023). Manajemen Sumber Daya Manusia. *Global Eksekutif Teknologi*.
- Utomo, S. B., Jamali, H., Arief, I., Saputra, M. N., & Priambodo, C. G. (2023). Analysis Of The Influence Of Hedonic Digital Lifestyle On Consumptive E-Shopping Behavior Of Generation Z Through E-Commerce Applications. *Jurnal Sistim Informasi Dan Teknologi*, 85-91.
- Utomo, S. B. (2023). Pemanfaatan Digital Marketing Dalam Memperkenalkan Kawasan Wisata Jalan Tunjungan Di Surabaya. *Indo-Fintech Intellectuals: Journal Of Economics And Business*, 3(2), 449-458.
- Utomo, S. B., Suharmono, S., Nathanael, G. K., Mahmudin, T., & Wahyono, T. T. (2023). Cultural Identity As Tourism Branding For East Java Province In Instagram Content@ Disbudparjatimprov. *Jurnal Ilmiah Edunomika*, 8(1).
- Utomo, S. B., Nugraha, J. P., Indrapraja, R., & Panjaitan, F. A. B. K. (2023). Analysis Of The Effectiveness Of Integrated Digital Marketing Communication Strategies In Building Msmes Brand Awareness Through Social Media. *Jurnal Sistim Informasi Dan Teknologi*, 8-13.
- Puspitoningrum, E. (2015). Pengembangan Bahan Ajar Menulis Kembali Dongeng Untuk Siswa Smp Kelas Vii. *Kembara: Jurnal Keilmuan Bahasa, Sastra, Dan Pengajarannya*, 1(2), 152-162.
- Puspitoningrum, E., & Rahmayantis, M. D. (2018). Bahan Ajar Pacelathon Undha Usuk Basa Jawa Lokalitas Kediri Sebagai Penguatan Karakter Tata Krama Berbicara Siswa Dalam Mata Pelajaran Muatan Lokal Bahasa Daerah. *Kembara: Jurnal Keilmuan Bahasa, Sastra, Dan Pengajarannya*, 4(1).
- Wahdiniawati, S. A., Maarif, M. S., & Dirjosuparto, S. (2014). Sistem Pendidikan Dan Pelatihan Dalam Upaya Peningkatan Kinerja Sumber Daya Manusia Di Pt Telekomunikasi Indonesia, Tbk. Jakarta Selatan. *Widyariset*, 17(1), 93-104.
- Pandiangan, S. M. T., Wahdiniawati, S. A., Pratiwi, R., Budiarto, B. W., & Arief, I. (2023). Business Strategy Assistance And Training For Micro, Small, And Medium Enterprises. *Jurnal Pengabdian Mandiri*, 2(10), 2129-2134.
- Marjoni, M. R., Afrinaldi, A., & Novita, A. D. (2015). Kandungan Total Fenol Dan Aktivitas Antioksidan Ekstrak Air Daun Kersen (*Muntingia Calabura L.*). *Jurnal Kedokteran Yarsi*, 23(3), 187-196.
- Marjoni, M. R., Afrinaldi, A., & Novita, A. D. (2015). Kandungan Total Fenol Dan Aktivitas Antioksidan Ekstrak Air Daun Kersen (*Muntingia Calabura L.*). *Jurnal Kedokteran Yarsi*, 23(3), 187-196.
- Violin, V. (2022). Influence Leadership, Competence And Motivation To Performance Employee Service Health Regency Bay Bintuni West Papua Province. *J. Adm. J. Pemikir. Ilm. Dan Pendidik. Adm. Perkantoran*, 9(2), 305-310.
- Marjoni, M. R., & Zulfisa, A. (2017). Antioxidant Activity Of Methanol Extract/Fractions Of Senggani Leaves (*Melastoma Candidum D. Don*). *Pharm Anal Acta*, 8(8), 1-6.

- Mamusung, R. T., & Rasjid, E. Pengaruh Komitmen Perusahaan Terhadap Loyalitas Pelanggan Supermarket Di Kota Manado. *Jurnal Administrasi Bisnis*, 9(1), 71-80.
- Violin, V., Hasan, S., & Sufri, M. (2022). Pengaruh Konsep Low-Cost Carrier Dan Kualitas Layanan Terhadap Kepuasan Dan Loyalitas Pelanggan Pada Maskapai Lion Airlines Di Indonesia. *Journal Of Management Science (Jms)*, 3(1), 150-160.
- Violin, V. (2019). Pengaruh Harga Pokok Produksi Terhadap Volume Penjualan Pada Pt. Semen Bosowa Maros. *Jurnal Bisnis Dan Kewirausahaan*, 8(2).
- Raharjo, I. B., Ausat, A. M. A., Risdwiyanto, A., Gadzali, S. S., & Azzaakiyyah, H. K. (2023). Analysing The Relationship Between Entrepreneurship Education, Self-Efficacy, And Entrepreneurial Performance. *Journal On Education*, 5(4), 11566-11574.
- Tannady, H., Assery, S., Nugraha, J. P., Arta, D. N. C., & Raharjo, I. B. (2022). Efforts To Improve Employee Performance In Fintech Companies Through Discipline And Work Motivation. *Management Studies And Entrepreneurship Journal (Msej)*, 3(5), 3007-3016.
- Raharjo, I. B., Soedjoko, D. K. H., & Sasongko, M. Z. (2021). Determinants Of Consumer Purchasing Decisions At Restaurants In Kediri. *Jurnal Ilmu Ekonomi Al-Anwar*, 11(2), 1-12.
- Ritawati, A. (2023). The Influence Of Transformational Leadership And Organizational Culture On Job Satisfaction And Performance Of Pt Employees. *Jamsostek (Persero) Surabaya Branch. Jurnal Ilmu Ekonomi & Manajemen*, 9(1), 82-93.
- Usman, H. (2014). *Become A Professional Teacher. Edition 5*. Bandung: Pt Remaja Rodyakarya.