



# The Effect of Transformational Leadership Style and Communication on Employee Job Satisfaction at the Regional Personnel Agency (BKD) of Bima District

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## ABSTRACT

This study examined the effect of transformational leadership style and communication on employee job satisfaction at the Regional Personnel Agency (BKD) of Bima District, Indonesia. Employee job satisfaction is considered an important factor influencing organizational performance, commitment, and public service quality in government institutions. However, preliminary observations indicated several problems related to leadership practices, ineffective communication, and limited employee support within the organization. Therefore, this research aimed to analyze both the partial and simultaneous effects of transformational leadership and communication on employee job satisfaction. The study employed a quantitative associative research design. Data were collected through structured questionnaires distributed to 39 civil servant employees selected using purposive sampling techniques. The instruments were measured using a five-point Likert scale and analyzed using multiple linear regression with the assistance of SPSS software. The results revealed that transformational leadership had a positive and significant effect on employee job satisfaction ( $t = 3.861$ ;  $p < 0.05$ ). Communication also showed a positive and significant effect on employee job satisfaction ( $t = 5.372$ ;  $p < 0.05$ ). Simultaneously, transformational leadership and communication significantly influenced employee job satisfaction ( $F = 32.860$ ;  $p < 0.05$ ), with a coefficient of determination of 64.6%. These findings indicate that effective leadership and communication practices play a crucial role in improving employee satisfaction and organizational effectiveness in public sector institutions.

## 1. Introduction

Human resources (HR) are recognized as one of the most strategic assets in determining organizational success and sustainability. In the era of globalization, technological advancement, and increasingly competitive organizational environments, organizations are required to possess competent, adaptive, and productive employees in order to maintain competitiveness and achieve organizational objectives effectively. The existence of qualified human resources enables organizations to optimize the utilization of financial capital, technology, and other organizational resources. Without effective human resource management, organizations may experience difficulties in

achieving operational efficiency and organizational performance, regardless of the availability of sophisticated technology or abundant financial resources. Therefore, organizations, particularly public institutions, are increasingly focusing on employee well-being and job satisfaction as essential factors for organizational effectiveness (Nguyen et al., 2022).

Job satisfaction has become a central issue in human resource management because it significantly influences employee performance, organizational commitment, productivity, and employee retention. Job satisfaction refers to an employee's emotional response and overall attitude toward their job and work environment. Employees

who experience high levels of job satisfaction tend to demonstrate positive attitudes, stronger commitment, greater motivation, and higher productivity. Conversely, low job satisfaction can result in reduced work performance, absenteeism, workplace conflict, burnout, and turnover intention (Tnay et al., 2022). In public sector organizations, job satisfaction is particularly important because it directly affects the quality of public services delivered to society.

Previous studies have identified numerous factors influencing job satisfaction, including compensation, work environment, career development opportunities, organizational culture, leadership style, and communication effectiveness. Among these factors, transformational leadership has received considerable scholarly attention due to its significant influence on employee attitudes and organizational behavior. Transformational leadership is defined as a leadership approach that inspires and motivates employees to exceed expectations while encouraging personal growth and organizational commitment. Transformational leaders focus not only on achieving organizational goals but also on empowering employees, building trust, and fostering innovation and creativity within the workplace (Hoch et al., 2021).

Transformational leadership is considered highly effective in modern organizational settings because it emphasizes individualized consideration, inspirational motivation, intellectual stimulation, and idealized influence. Leaders who adopt this leadership style tend to create a positive work environment that encourages employees to develop their capabilities and contribute actively to organizational success. Research conducted by Dirani et al. (2021) revealed that transformational leadership positively affects employee motivation, engagement, and psychological well-being, particularly during organizational challenges and crises. Furthermore, Mwesigwa et al. (2022) found that transformational leadership significantly improves employee job satisfaction because employees feel appreciated, supported, and involved in organizational processes.

In addition, transformational leadership contributes to the establishment of a supportive organizational climate where employees are encouraged to share ideas, participate in decision-making, and develop professionally. Employees

who perceive their leaders as supportive and inspirational are more likely to experience positive emotions toward their work and maintain stronger loyalty to the organization. Consequently, transformational leadership has become an essential managerial approach in both private and public sector organizations aiming to improve employee satisfaction and organizational performance.

Besides transformational leadership, workplace communication is another crucial factor influencing employee job satisfaction. Communication in organizations refers to the process of exchanging information, ideas, instructions, and feedback among organizational members to facilitate coordination and organizational effectiveness. Effective communication enables employees to understand organizational goals, work procedures, and expectations clearly, thereby reducing misunderstandings and workplace conflicts. Moreover, effective communication fosters trust, collaboration, and positive interpersonal relationships among employees and supervisors (Ruck et al., 2021).

Several empirical studies have demonstrated that communication quality significantly affects employee satisfaction and organizational outcomes. Verčić and Špoljarić (2023) argued that transparent and participative internal communication positively influences employee engagement and satisfaction. Employees who receive clear information and constructive feedback from supervisors tend to experience greater confidence, role clarity, and organizational support. Furthermore, effective communication promotes teamwork and creates a healthy organizational climate that supports employee well-being and productivity.

In contrast, poor communication within organizations may lead to confusion, role ambiguity, work inefficiency, and dissatisfaction among employees. Miscommunication between supervisors and subordinates often results in misunderstandings regarding work responsibilities and organizational expectations, which can negatively affect employee morale and performance. Therefore, organizations need to establish effective communication systems that encourage openness, collaboration, and mutual understanding among organizational members.

In public sector organizations, transformational leadership and effective

communication are highly important because public institutions are responsible for delivering high-quality services to the community. Public employees are expected to perform professionally, efficiently, and responsibly in fulfilling public service obligations. Consequently, public organizations require leaders who are capable of motivating employees and creating a conducive work environment through effective communication practices. Khan et al. (2022) explained that transformational leadership and effective communication significantly improve employee attitudes and job satisfaction in public organizations, ultimately enhancing organizational performance and service quality.

The Regional Civil Service Agency of Bima Regency is one of the government institutions responsible for managing civil servant administration and human resource development within the local government. As a public institution, the agency plays a strategic role in ensuring the effectiveness of public administration and employee management. To perform its functions optimally, the organization requires employees who possess high levels of job satisfaction, motivation, and commitment. However, preliminary observations conducted by the researcher revealed several organizational problems related to transformational leadership, workplace communication, and employee job satisfaction.

One of the major issues identified is the limited individualized attention provided by leaders toward employee needs and professional development. Some employees perceive that organizational leaders provide insufficient support, recognition, and opportunities for career advancement and training. This condition reduces employee motivation and contributes to lower job satisfaction levels. In addition, communication within the organization has not been fully effective. Information regarding organizational policies and work responsibilities is not always communicated clearly and comprehensively to all employees, resulting in misunderstandings and coordination problems in task implementation.

Furthermore, employees also experience dissatisfaction related to limited career development opportunities, excessive workloads, and delays in task completion. Several employees perceive their work as monotonous and lacking opportunities for

personal and professional growth. Such conditions may negatively affect employee morale, organizational commitment, and work productivity. If these issues remain unresolved, they may reduce the effectiveness of public service delivery and organizational performance within the Regional Civil Service Agency of Bima Regency.

Based on these phenomena, it is important to conduct research examining the influence of transformational leadership and communication on employee job satisfaction. This study is expected to contribute theoretically to the development of human resource management literature, particularly regarding transformational leadership, organizational communication, and job satisfaction in the public sector. Practically, the findings of this study are expected to provide valuable insights for the Regional Civil Service Agency of Bima Regency in formulating managerial strategies to improve employee satisfaction through effective leadership practices and communication systems. Therefore, this research is entitled “The Influence of Transformational Leadership Style and Communication on Employee Job Satisfaction at the Regional Civil Service Agency of Bima Regency.”

## 2. Literature Review

### 2.1. Transformational Leadership (X1)

Transformational leadership is one of the most influential leadership approaches in contemporary organizational studies because it emphasizes inspiration, motivation, innovation, and employee development. This leadership style encourages employees to exceed personal interests and work toward achieving organizational goals collectively. According to James MacGregor Burns, transformational leadership refers to a leadership process in which leaders and followers elevate one another to higher levels of motivation and morality. Furthermore, Bernard M. Bass expanded this concept by emphasizing that transformational leaders motivate employees to perform beyond expectations through vision, inspiration, and personal influence.

Recent studies have demonstrated that transformational leadership positively affects employee attitudes, organizational commitment, job satisfaction, and organizational performance. Transformational leaders create a supportive work

environment that fosters employee engagement, trust, creativity, and innovation (Hoch et al., 2021). In public sector organizations, transformational leadership is particularly important because leaders are expected to inspire employees to provide high-quality public services while adapting to organizational change and administrative challenges (Khan et al., 2022).

Transformational leadership is characterized by leaders who communicate a clear organizational vision, encourage employee participation, and support personal and professional development. According to Dirani et al. (2021), transformational leaders play a critical role in enhancing employee resilience and motivation, particularly during organizational crises and uncertainty. Employees who perceive their leaders as transformational tend to demonstrate higher levels of satisfaction, commitment, and loyalty toward the organization.

Moreover, transformational leadership contributes significantly to organizational innovation and adaptability. Leaders who encourage intellectual stimulation motivate employees to think critically, challenge traditional work methods, and propose innovative solutions to organizational problems (Alrowwad et al., 2020). Such leadership practices improve organizational effectiveness while simultaneously increasing employee psychological well-being and job satisfaction.

Based on the theory developed by Bass and supported by recent empirical studies, transformational leadership consists of four main dimensions:

1. **Idealized Influence (Charisma)**  
Leaders act as role models who are respected, admired, and trusted by employees. They demonstrate integrity, ethical behavior, and strong commitment to organizational goals, thereby fostering employee loyalty and trust (Bass & Riggio, 2021).
2. **Inspirational Motivation**  
Transformational leaders communicate organizational vision and goals clearly and enthusiastically, inspiring employees to perform with optimism, confidence, and commitment (Mwesigwa et al., 2022).
3. **Intellectual Stimulation**  
Leaders encourage employees to think creatively, challenge conventional assumptions, and develop innovative approaches to solving

organizational problems (Alrowwad et al., 2020).

4. **Individualized Consideration**  
Leaders provide personal attention, mentoring, coaching, and support to employees according to their individual needs and potential (Dirani et al., 2021).

These dimensions collectively contribute to improving employee morale, motivation, and job satisfaction within organizations.

## 2.2. Communication (X2)

Communication is a fundamental element in organizational management because it facilitates coordination, collaboration, and information exchange among organizational members. Effective communication enables organizations to operate efficiently by ensuring that employees clearly understand organizational goals, responsibilities, and expectations. According to Everett M. Rogers and D. Lawrence Kincaid, communication is a process in which individuals exchange information to achieve mutual understanding. Similarly, organizational communication involves the transmission of information, ideas, instructions, and feedback within the organizational environment to support organizational effectiveness.

In modern organizations, communication is not merely the transfer of information but also a strategic mechanism for building organizational culture, trust, and employee engagement. Ruck et al. (2021) argued that effective communication significantly influences employee engagement and organizational commitment because employees feel valued and included in organizational processes. Furthermore, internal communication enhances employee understanding of organizational objectives, thereby reducing uncertainty and improving work coordination.

Communication effectiveness also plays an essential role in reducing workplace conflict and increasing employee satisfaction. Verčič and Špoljarić (2023) found that transparent and participative communication positively influences employee satisfaction because employees are more likely to trust organizational leaders and cooperate effectively with colleagues. Open communication systems encourage employees to express opinions, share ideas, and participate actively in organizational activities.

Conversely, ineffective communication may create misunderstandings, role ambiguity, and organizational inefficiency. Employees who experience poor communication often encounter difficulties in understanding work instructions and organizational expectations, which can negatively affect performance and satisfaction (Men & Yue, 2019). Therefore, organizations need to establish communication practices that are clear, transparent, and interactive.

The indicators of communication in organizational settings include:

1. **Ease of Obtaining Information**  
Employees can easily access organizational information, policies, and work-related instructions that support task implementation and coordination (Haryanto, 2016).
2. **Communication Intensity**  
Communication frequency reflects the extent of interaction between employees and supervisors within the organization, facilitating collaboration and teamwork.
3. **Communication Effectiveness**  
Communication messages are conveyed clearly, accurately, and understandably, minimizing misinterpretation and improving organizational efficiency (Verčić & Špoljarić, 2023).

Effective communication therefore contributes significantly to employee motivation, organizational harmony, and job satisfaction.

### 2.3. Employee Job Satisfaction (Y)

Job satisfaction is one of the most widely studied concepts in organizational behavior and human resource management because it strongly influences employee attitudes and organizational outcomes. Job satisfaction refers to employees' positive emotional feelings and evaluations regarding their work experiences. According to Edwin A. Locke, job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences. Employees who experience satisfaction tend to exhibit positive attitudes toward their work, organization, and colleagues.

In organizational contexts, job satisfaction reflects employees' perceptions regarding compensation, career opportunities, supervision quality, work environment, and interpersonal relationships. High job satisfaction contributes positively to employee productivity, organizational

commitment, and service quality, while low satisfaction may lead to absenteeism, stress, and turnover intention (Tnay et al., 2022).

Recent studies indicate that leadership style and organizational communication are among the strongest determinants of employee job satisfaction. Nguyen et al. (2022) found that supportive leadership and positive workplace communication significantly improve employee satisfaction and organizational commitment. Similarly, Al Halbusi et al. (2023) reported that employees who perceive organizational support and effective communication demonstrate stronger engagement and greater satisfaction at work.

In public organizations, employee job satisfaction is highly important because satisfied employees are more likely to provide responsive and professional services to the public. Public sector employees who experience positive workplace conditions and supportive supervision tend to perform better and contribute more effectively to organizational goals (Khan et al., 2022).

The indicators of employee job satisfaction include:

1. **Work Itself**  
Employee perceptions regarding job content, workload, task variety, and the suitability of work with employee skills and interests.
2. **Salary or Compensation**  
Employee evaluations regarding fairness and adequacy of wages or compensation received for their work contributions.
3. **Promotion Opportunities**  
Opportunities provided by the organization for career advancement, promotion, and professional development.
4. **Supervision**  
The quality of guidance, support, and direction provided by supervisors or organizational leaders (Anjani, 2017).

These indicators are essential for measuring the level of employee satisfaction within organizations.

### 2.4 Research Hypotheses

A hypothesis is a temporary assumption developed based on theoretical frameworks and previous empirical findings that must be tested through scientific research. Based on the theoretical

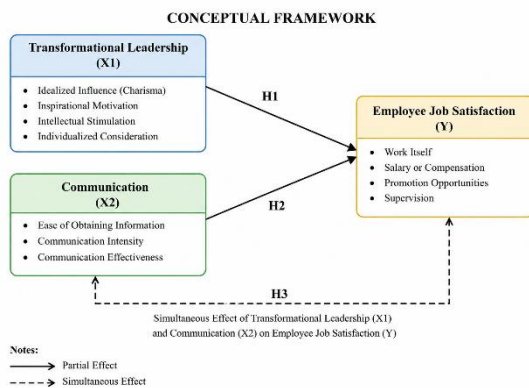
review and previous studies, the hypotheses proposed in this study are as follows:

**H1:** Transformational leadership has a positive and significant effect on employee job satisfaction.

**H2:** Organizational communication has a positive and significant effect on employee job satisfaction.

**H3:** Transformational leadership and organizational communication simultaneously have a positive and significant effect on employee job satisfaction.

### Conceptual Framework



### Description:

- Partial influence: Transformational Leadership → Job Satisfaction
- Partial influence: Communication → Job Satisfaction
- Simultaneous influence: Transformational Leadership and Communication → Job Satisfaction

## 3. Research Methods

### 3.1. Research Design

This study employed a quantitative research approach using an associative research design. Associative research is intended to examine the relationship and influence between two or more variables within a particular phenomenon. According to Sugiyono, associative research aims to determine the degree of relationship and causal influence among variables through empirical testing. In this study, the associative approach was utilized to analyze the influence of transformational leadership and communication on employee job satisfaction at the Regional Civil Service Agency (BKD) of Bima Regency.

The quantitative approach was selected because it allows the researcher to measure variables objectively through numerical data and statistical analysis. This method is considered appropriate for

testing hypotheses and identifying causal relationships among variables systematically and scientifically. The independent variables in this study are transformational leadership (X1) and communication (X2), while the dependent variable is employee job satisfaction (Y).

### 3.2. Research Instrument

The primary instruments used in this study were observation and structured questionnaires. Observation was conducted to obtain preliminary information regarding leadership practices, communication patterns, and employee behavior within the organization. Meanwhile, the questionnaire was employed to collect quantitative data from respondents regarding their perceptions of transformational leadership, communication, and job satisfaction.

The questionnaire items were measured using a five-point Likert scale, which is widely applied in organizational and behavioral studies to assess respondents' attitudes and perceptions. The Likert scale categories used in this study are as follows:

1. Strongly Agree (SA) = 5
2. Agree (A) = 4
3. Neutral (N) = 3
4. Disagree (D) = 2
5. Strongly Disagree (SD) = 1

The questionnaire was developed based on indicators derived from previous theoretical and empirical studies related to transformational leadership, organizational communication, and employee job satisfaction. The use of standardized indicators enhances the validity and reliability of the research instrument.

### 3.3. Population and Sample

The population in this study consisted of all employees working at the Regional Civil Service Agency (BKD) of Bima Regency, totaling 62 employees. The population included 39 civil servants (ASN), 16 regional contract employees, and 7 voluntary employees.

The sample of this study consisted of 39 civil servant employees selected using purposive sampling techniques. Purposive sampling is a non-probability sampling method in which respondents are selected based on specific criteria relevant to the research objectives (Sugiyono, 2018). Civil servant employees were selected because they possess permanent employment status and are directly

involved in organizational management and administrative processes, making them more suitable for assessing leadership, communication, and job satisfaction within the institution.

### 3.4. Research Location and Time

This research was conducted at the Regional Civil Service Agency (BKD) of Bima Regency, located on Jalan Kantor Bupati Bima, Dadibou, Woha District, Bima Regency, West Nusa Tenggara, Indonesia. The selection of this institution was based on the existence of organizational issues related to leadership practices, communication effectiveness, and employee job satisfaction identified during preliminary observations.

The research was conducted over a specified research period during which data collection, questionnaire distribution, observation, and statistical analysis were completed systematically.

### 3.5. Data Collection Techniques

Data collection is a critical stage in quantitative research because it determines the quality and validity of research findings. In this study, several data collection techniques were employed, including observation, questionnaires, and literature review.

#### 1. Observation

Observation was conducted through direct monitoring of organizational activities and employee interactions within the workplace. According to Sugiyono, observation is a systematic process of observing and recording research phenomena objectively and logically to obtain accurate information. Through observation, the researcher identified organizational conditions related to leadership behavior, communication practices, and employee responses within the institution.

#### 2. Questionnaire

The questionnaire was used as the primary instrument for collecting quantitative data from respondents. The questionnaire consisted of structured statements related to transformational leadership, communication, and employee job satisfaction. Respondents were asked to indicate their level of agreement using the Likert scale provided. This technique was selected because it

enables efficient data collection from a relatively large number of respondents while maintaining consistency and objectivity.

### 3. Literature Review

The literature review technique was employed to gather theoretical and empirical references from books, scientific journals, articles, and previous studies relevant to the research variables. This technique supports the development of theoretical frameworks, research hypotheses, and variable indicators used in the study.

### 3.6. Data Analysis Techniques

The collected data were analyzed using statistical methods with the assistance of statistical software. Several analytical procedures were employed as follows:

#### 1. Validity Test

The validity test was conducted to determine whether the questionnaire items accurately measure the intended variables. According to Imam Ghozali, an instrument is considered valid if the correlation coefficient between item scores and total scores exceeds 0.30.

The validity criterion used in this study was:

$$r > 0.30$$

Items with correlation values below 0.30 were considered invalid and excluded from further analysis.

#### 2. Reliability Test

The reliability test was conducted to evaluate the consistency and stability of the research instrument. Reliability indicates whether the instrument produces consistent results over repeated measurements. This study employed Cronbach's Alpha coefficient to measure internal consistency.

The reliability criterion used was:

$$\alpha > 0.70$$

An instrument with a Cronbach's Alpha value greater than 0.70 was considered reliable and suitable for data analysis.

### 3. Classical Assumption Tests

Before conducting regression analysis, several classical assumption tests were performed to ensure the appropriateness of the regression model.

### a. Normality Test

The normality test was conducted to determine whether the residual values in the regression model were normally distributed. This study used the Kolmogorov–Smirnov test.

The decision criteria are:

- Significance value  $> 0.05$  = normally distributed data
- Significance value  $< 0.05$  = non-normal data

According to Ghozali (2018), normal distribution of residuals is essential for obtaining unbiased regression estimates.

### b. Multicollinearity Test

The multicollinearity test aimed to determine whether correlations existed among independent variables. Multicollinearity was assessed using Tolerance and Variance Inflation Factor (VIF) values.

The criteria are:

- Tolerance  $> 0.10$
- VIF  $< 10$

If these criteria are met, the regression model is considered free from multicollinearity problems.

### c. Heteroscedasticity Test

The heteroscedasticity test was conducted to examine whether the residual variance remained constant across observations. This study used scatterplot analysis to detect heteroscedasticity patterns. If the scatterplot points spread randomly above and below zero without forming a clear pattern, the model is considered free from heteroscedasticity.

### d. Autocorrelation Test

The autocorrelation test aimed to determine whether correlations existed between residuals in one observation and residuals in previous observations. The Durbin–Watson (DW) test was employed.

The decision criteria are:

- $DW < dL$  or  $DW > (4 - dL)$ : autocorrelation exists
- $dU < DW < (4 - dU)$ : no autocorrelation
- $dL < DW < dU$  or  $(4 - dU) < DW < (4 - dL)$ : inconclusive

## 4. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of transformational leadership and communication on employee job satisfaction. The regression model used in this study is:

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

Where:

- Y = Employee Job Satisfaction
- X1 = Transformational Leadership
- X2 = Communication
- a = Constant
- b1, b2 = Regression coefficients
- e = Error term

The regression analysis was conducted to measure both partial and simultaneous effects of independent variables on the dependent variable.

## 5. Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) was used to measure the proportion of variance in employee job satisfaction explained by transformational leadership and communication variables. Higher  $R^2$  values indicate stronger explanatory power of the regression model.

## 6. Multiple Correlation Coefficient

The multiple correlation coefficient analysis was conducted to determine the strength of the relationship between independent variables and the dependent variable simultaneously. The correlation coefficient values range from 0 to 1, where values closer to 1 indicate stronger relationships.

## 7. Simultaneous Test (F-Test)

The F-test was conducted to determine whether transformational leadership and communication simultaneously influence employee job satisfaction.

The decision criteria are:

- If  $F_{count} > F_{table}$  and significance value  $< 0.05$ , the hypothesis is accepted.
- If  $F_{count} < F_{table}$  and significance value  $> 0.05$ , the hypothesis is rejected.

## 8. Partial Test (t-Test)

The t-test was used to determine the partial influence of each independent variable on employee job satisfaction.

The decision criteria are:

- If  $t_{count} > t_{table}$  and significance value  $< 0.05$ , the hypothesis is accepted.
- If  $t_{count} < t_{table}$  and significance value  $> 0.05$ , the hypothesis is rejected.

This analysis allows the researcher to identify which independent variable has the strongest influence on employee job satisfaction at the Regional Civil Service Agency of Bima Regency.

## 4. Results and Discussion

### 4.1 Research Results

#### 1. Validity Test

The validity test was conducted to determine whether each questionnaire item was capable of measuring the intended research variables accurately. An instrument is considered valid if the correlation coefficient ( $r_{count}$ ) exceeds the minimum threshold value of 0.300 (Ghozali, 2018).

**Table 2. Validity Test Results**

#### *Transformational Leadership (X1)*

Item	r-count	Threshold Value	Description
<b>X1.1</b>	0.776	0.300	Valid
<b>X1.2</b>	0.834	0.300	Valid
<b>X1.3</b>	0.688	0.300	Valid
<b>X1.4</b>	0.792	0.300	Valid
<b>X1.5</b>	0.665	0.300	Valid
<b>X1.6</b>	0.661	0.300	Valid
<b>X1.7</b>	0.826	0.300	Valid
<b>X1.8</b>	0.714	0.300	Valid
<b>X1.9</b>	0.523	0.300	Valid
<b>X1.10</b>	0.427	0.300	Valid

#### *Communication (X2)*

Item	r-count	Threshold Value	Description
<b>X2.1</b>	0.440	0.300	Valid
<b>X2.2</b>	0.751	0.300	Valid
<b>X2.3</b>	0.726	0.300	Valid
<b>X2.4</b>	0.626	0.300	Valid
<b>X2.5</b>	0.741	0.300	Valid
<b>X2.6</b>	0.698	0.300	Valid
<b>X2.7</b>	0.805	0.300	Valid
<b>X2.8</b>	0.547	0.300	Valid
<b>X2.9</b>	0.410	0.300	Valid
<b>X2.10</b>	0.410	0.300	Valid

#### *Employee Job Satisfaction (Y)*

Item	r-count	Threshold Value	Description
<b>Y1</b>	0.445	0.300	Valid
<b>Y2</b>	0.628	0.300	Valid
<b>Y3</b>	0.522	0.300	Valid
<b>Y4</b>	0.458	0.300	Valid
<b>Y5</b>	0.738	0.300	Valid
<b>Y6</b>	0.480	0.300	Valid
<b>Y7</b>	0.662	0.300	Valid
<b>Y8</b>	0.429	0.300	Valid
<b>Y9</b>	0.713	0.300	Valid
<b>Y10</b>	0.418	0.300	Valid

Based on Table 2, all questionnaire items for transformational leadership (X1), communication (X2), and employee job satisfaction (Y) have correlation coefficient values greater than 0.300. Therefore, all questionnaire items used in this study are considered valid and suitable for further statistical analysis.

#### 2. Reliability Test

The reliability test was conducted to examine the consistency and stability of the research instrument using Cronbach's Alpha coefficient.

**Table 3. Reliability Test Results**

Variable	Cronbach's Alpha	Description
Transformational Leadership (X1)	0.872	Reliable
<b>Communication (X2)</b>	0.813	Reliable
<b>Employee Job Satisfaction (Y)</b>	0.728	Reliable

Source: Processed SPSS Data, 2025

Based on Table 3, all variables have Cronbach's Alpha values greater than 0.600. This indicates that the research instruments are reliable and demonstrate good internal consistency in measuring the research variables.

#### 3. Classical Assumption Tests

##### a. Normality Test

The normality test was conducted to determine whether the residual data in the regression model were normally distributed. The test was performed using both graphical analysis

and the Kolmogorov–Smirnov statistical test. The graphical analysis indicated that the data points spread around the diagonal line and followed the direction of the line, suggesting that the regression model satisfies the normality assumption. To strengthen the graphical findings, the Kolmogorov–Smirnov test was conducted with the following results:

**Table 4. Normality Test Results**

Variable	Value
<b>N</b>	39
<b>Test Statistic</b>	0.080
<b>Asymp. Sig. (2-tailed)</b>	0.200

Source: Processed SPSS Data, 2025

Based on the Kolmogorov–Smirnov test results, the significance value is 0.200, which is greater than 0.05. Therefore, the residual data are normally distributed, and the regression model fulfills the normality assumption.

#### b. Multicollinearity Test

The multicollinearity test was conducted to determine whether correlations existed among independent variables.

**Table 5. Multicollinearity Test Results**

Variable	Tolerance	VIF	Description
<b>Transformational Leadership</b>	0.882	1.13	No Multicollinearity
<b>Communication</b>	0.882	1.13	No Multicollinearity

Source: Processed SPSS Data, 2025

The results indicate that all tolerance values are greater than 0.10 and all VIF values are below 10.00. Therefore, it can be concluded that no multicollinearity problem exists in the regression model.

#### c. Heteroscedasticity Test

The heteroscedasticity test was performed using scatterplot analysis. The scatterplot showed that the residual points spread randomly above and below zero on the Y-axis without forming a specific

pattern. Therefore, the regression model is free from heteroscedasticity problems.

#### d. Autocorrelation Test

The autocorrelation test was conducted using the Durbin–Watson (DW) method.

**Table 6. Autocorrelation Test Results**

Variable	Value
<b>R</b>	0.804
<b>R Square</b>	0.646
<b>Adjusted R Square</b>	0.626
<b>Std. Error of Estimate</b>	2.084
<b>Durbin–Watson</b>	2.136

Source: Processed SPSS Data, 2025

Based on the Durbin–Watson test, the obtained DW value was 2.136. With  $k=2$  independent variables and  $39N=39$  observations, the Durbin–Watson upper limit (dUdUdU) value was 1.5969. Since the result satisfies the condition:

$$1.5969 < 2.136 < 2.4031$$

it can be concluded that no autocorrelation problem exists in the regression model.

### 4. Multiple Linear Regression Analysis

**Table 7. Multiple Linear Regression Results**

Variable	B	Std. Err	Beta	t	Sig.
<b>Constant</b>	15.99	3.69	—	4.33	0.00
<b>Transformational Leadership</b>	0.195	0.05	0.40	3.86	0.00
<b>Communication</b>	0.554	0.10	0.56	5.37	0.00

Source: Processed SPSS Data, 2025

The regression equation is formulated as follows:

$$Y = 15.991 + 0.195X_1 + 0.554X_2$$

Based on the regression results:

1. The constant value of 15.991 indicates that if transformational leadership and communication are assumed to be zero, employee job satisfaction would remain at 15.991.
2. The regression coefficient of transformational leadership is 0.195, indicating that a one-unit increase in transformational leadership leads to

a 0.195 increase in employee job satisfaction, assuming other variables remain constant.

- The regression coefficient of communication is 0.554, indicating that a one-unit increase in communication leads to a 0.554 increase in employee job satisfaction, assuming other variables remain constant.

The results demonstrate that both transformational leadership and communication positively influence employee job satisfaction.

#### a. Coefficient of Determination ( $R^2$ )

**Table 8. Coefficient of Determination Results**

Variable	Value
<b>R</b>	0.804
<b>R Square</b>	0.646
<b>Adjusted R Square</b>	0.626

Source: Processed SPSS Data, 2025

The coefficient of determination ( $R^2$ ) value is 0.646, indicating that transformational leadership and communication explain 64.6% of the variance in employee job satisfaction. The remaining 35.4% is influenced by other variables not examined in this study.

#### b. Multiple Correlation Coefficient

**Table 9. Multiple Correlation Coefficient Results**

Variable	Correlation Value
<b>Multiple Correlation (R)</b>	0.804

Source: Processed SPSS Data, 2025

The correlation coefficient value of 0.804 indicates a very strong relationship between transformational leadership, communication, and employee job satisfaction.

**Table 10. Correlation Coefficient Interpretation**

Correlation Interval	Relationship Level
<b>0.00 – 0.199</b>	Very Low
<b>0.20 – 0.399</b>	Low
<b>0.40 – 0.599</b>	Moderate
<b>0.60 – 0.799</b>	Strong
<b>0.80 – 1.000</b>	Very Strong

Source: Sugiyono (2016)

Since the correlation coefficient value of 0.804 falls within the interval of 0.80–1.00, the relationship between transformational leadership, communication, and employee job satisfaction is categorized as very strong.

#### c. Partial Test ( $t$ -Test)

**Table 11. Partial Test Results**

Variable	t-count	t-table	Sig.	Result
Transformational Leadership	3.861	2.028	0.000	Significant
<b>Communication</b>	5.372	2.028	0.000	Significant

Source: Processed SPSS Data, 2025

#### Hypothesis 1 (H1)

The results show that transformational leadership has a t-count value of 3.861, which is greater than the t-table value of 2.028, with a significance value of  $0.000 < 0.05$ . Therefore, transformational leadership has a positive and significant effect on employee job satisfaction. Thus, H1 is accepted. This finding is consistent with previous research conducted by Kadek Sintha Dewi, which found that transformational leadership positively and significantly affects employee job satisfaction.

#### Hypothesis 2 (H2)

The communication variable obtained a t-count value of 5.372, which is greater than the t-table value of 2.028, with a significance value of  $0.000 < 0.05$ . Therefore, communication has a positive and significant effect on employee job satisfaction. Thus, H2 is accepted. This finding supports the study conducted by Makarawung, Adolfini, and Ferdy Roring, which concluded that communication significantly influences employee job satisfaction.

#### d. Simultaneous Test ( $F$ -Test)

**Table 12. Simultaneous Test Results**

Variable	F-count	F-table	Sig.	Result
<b>Regression Model</b>	32.860	3.28	0.000	Significant

Source: Processed SPSS Data, 2025

#### Hypothesis 3 (H3)

The F-test results indicate that the F-count value of 32.860 is greater than the F-table value of 3.28, with a significance value of  $0.000 < 0.05$ . Therefore, transformational leadership and communication simultaneously have a positive and significant effect on employee job satisfaction.

Thus, H3 is accepted. These findings are consistent with previous studies conducted by Aldo Herlambang Gardjito and Nurdin, which reported that organizational factors simultaneously influence employee performance and satisfaction significantly.

## 4.2 Research Discussion

### The Influence of Transformational Leadership on Employee Job Satisfaction

The results of this study indicate that transformational leadership has a positive and significant effect on employee job satisfaction at the Regional Personnel Agency (BKD) of Bima Regency. This finding is evidenced by the t-value of 3.861, which is greater than the t-table value of 2.028, with a significance level of  $0.000 < 0.05$ . These findings confirm that the implementation of transformational leadership practices contributes substantially to improving employee satisfaction within public sector organizations.

Transformational leadership is characterized by the ability of leaders to inspire, motivate, and encourage employees to achieve organizational goals beyond their personal interests. Leaders who adopt this style are able to build trust, provide vision, stimulate creativity, and offer individualized consideration to employees. In the context of BKD Bima Regency, employees perceive that leaders who communicate organizational goals clearly and provide support for employee development can create a more positive working atmosphere. Consequently, employees experience greater satisfaction with their work responsibilities, relationships with supervisors, and opportunities for self-development.

This finding supports the theory proposed by James MacGregor Burns and Bernard M. Bass, who argued that transformational leadership enhances employee motivation and organizational commitment through inspirational influence and intellectual stimulation. The four dimensions of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, were reflected in employees' perceptions during the research process. Employees who feel appreciated and empowered by their leaders tend to develop positive attitudes toward their jobs.

The findings are also consistent with previous empirical studies. Dewi (2013) found that

transformational leadership significantly improved employee job satisfaction and organizational commitment at PT KPM. Similarly, Safitri and Jaenab (2023) reported that transformational leadership positively affected employee satisfaction in public institutions in Bima City. These similarities indicate that transformational leadership remains an effective managerial approach across both private and public sector organizations.

The significant relationship identified in this study also suggests that leadership quality is a critical determinant of employee well-being in governmental institutions. Public organizations often face bureaucratic challenges, rigid procedures, and limited career flexibility. Under such conditions, transformational leadership becomes increasingly important because it helps employees remain motivated and psychologically engaged despite organizational constraints. Leaders who encourage participation, innovation, and emotional support can reduce work-related stress and enhance employee morale.

Moreover, transformational leadership contributes to creating a supportive organizational culture. Employees who receive recognition and constructive feedback from their supervisors are more likely to demonstrate higher organizational commitment and stronger emotional attachment to their work. This condition ultimately contributes to higher levels of productivity, lower turnover intentions, and improved public service performance.

However, despite the positive findings, the implementation of transformational leadership in public institutions still faces several challenges. Bureaucratic structures in government agencies may limit leaders' flexibility in decision-making and innovation. Therefore, leadership development programs and managerial training are necessary to strengthen transformational leadership competencies among public sector leaders. Such programs can help managers improve communication skills, emotional intelligence, and employee empowerment strategies.

Overall, the findings demonstrate that transformational leadership plays an essential role in enhancing employee job satisfaction at BKD Bima Regency. Effective leaders who provide inspiration, motivation, and personal support can foster positive

work attitudes and create a productive organizational environment.

### The Influence of Communication on Employee Job Satisfaction

The results of the study also reveal that communication has a positive and significant effect on employee job satisfaction. This conclusion is supported by the statistical findings showing a t-value of 5.372, which exceeds the t-table value of 2.028, with a significance level of  $0.000 < 0.05$ . Compared to transformational leadership, communication demonstrates a stronger regression coefficient, indicating that communication is one of the dominant factors influencing employee satisfaction within BKD Bima Regency.

Effective communication in organizations refers to the process of exchanging information clearly, accurately, and efficiently among organizational members. Communication enables employees to understand organizational goals, job responsibilities, and performance expectations. In addition, communication facilitates coordination, collaboration, and conflict resolution within the workplace. Employees who receive clear information and constructive feedback tend to feel more confident and satisfied with their jobs.

The findings indicate that communication effectiveness at BKD Bima Regency contributes positively to employees' perceptions of their work environment. Employees who experience smooth communication with supervisors and colleagues are more likely to feel valued and included in organizational activities. This condition enhances mutual trust, minimizes misunderstandings, and strengthens teamwork within the organization.

This result supports the communication theory proposed by Rogers and Kincaid, which emphasizes communication as a process of achieving mutual understanding between individuals. Likewise, Bass (2019) highlighted that effective workplace communication strengthens interpersonal relationships and increases employee motivation and satisfaction. In this study, communication indicators such as ease of obtaining information, communication intensity, and communication effectiveness significantly contributed to employee job satisfaction.

The findings are in line with previous studies conducted by Seidy and Roring (2018), who found

that communication significantly influenced employee satisfaction at Radio Republik Indonesia (RRI) Manado. Similarly, Putra and Haryadi (2022) reported that communication positively affected employee performance and discipline. These consistent findings suggest that communication quality remains a fundamental organizational factor influencing employee attitudes and behavior.

In public organizations, communication plays a particularly important role because governmental institutions involve complex administrative processes and coordination among various units. Poor communication can result in misunderstandings, delays in task completion, and employee dissatisfaction. The preliminary observations in this study revealed that some employees experienced confusion due to unclear information distribution and ineffective coordination. Such conditions may negatively affect employee morale and organizational performance.

Effective communication also contributes to psychological comfort in the workplace. Employees who can openly express opinions, provide suggestions, and receive feedback from supervisors tend to experience greater emotional satisfaction. Transparent communication fosters trust between employees and management, thereby creating a healthier organizational climate.

Furthermore, communication serves as a mechanism for strengthening organizational relationships. Open communication encourages employee participation in decision-making processes and creates a sense of belonging within the organization. Employees who feel heard and respected are more likely to demonstrate higher commitment and loyalty to the institution.

Despite these positive findings, communication challenges remain evident in many public sector institutions. Hierarchical structures often hinder information flow, resulting in delays or distortions in communication. Therefore, BKD Bima Regency should improve communication systems through regular coordination meetings, digital communication platforms, and transparent information-sharing mechanisms. Strengthening internal communication practices will not only improve employee satisfaction but also enhance organizational effectiveness and public service quality.

In conclusion, communication is a critical factor influencing employee job satisfaction. Organizations that promote open, transparent, and effective communication are more likely to create positive work environments that support employee well-being and productivity.

### The Simultaneous Influence of Transformational Leadership and Communication on Employee Job Satisfaction

The simultaneous test results demonstrate that transformational leadership and communication jointly have a positive and significant effect on employee job satisfaction. The F-test results show an F-value of 32.860, which is greater than the F-table value of 3.28, with a significance value of  $0.000 < 0.05$ . Furthermore, the coefficient of determination ( $R^2$ ) value of 0.646 indicates that transformational leadership and communication collectively explain 64.6% of the variation in employee job satisfaction, while the remaining 35.4% is influenced by other variables not examined in this study.

These findings indicate that transformational leadership and communication complement each other in shaping employee satisfaction. Leadership effectiveness cannot be fully realized without effective communication, while communication quality becomes more meaningful when supported by inspirational leadership practices. Together, these variables create a supportive organizational environment that enhances employee morale, motivation, and satisfaction.

The strong correlation coefficient value of 0.804 further confirms the close relationship between the independent variables and employee job satisfaction. Based on Sugiyono's interpretation criteria, this value falls within the "very strong" category. This suggests that improving leadership practices and communication systems simultaneously can substantially increase employee satisfaction levels in public organizations.

The results also support organizational behavior theories emphasizing that employee satisfaction is influenced by both managerial and interpersonal factors. Transformational leaders who communicate effectively can inspire employees, clarify organizational expectations, and create emotional connections with subordinates. Such interactions contribute to positive workplace

experiences and stronger organizational commitment.

From a managerial perspective, the findings imply that BKD Bima Regency should prioritize leadership development and communication improvement simultaneously. Leaders should not only focus on achieving organizational targets but also pay attention to interpersonal relationships, employee empowerment, and transparent communication. Training programs related to leadership skills, emotional intelligence, and organizational communication are recommended to strengthen managerial effectiveness.

Overall, this study confirms that transformational leadership and communication are essential determinants of employee job satisfaction in the public sector. Organizations that successfully integrate inspirational leadership with effective communication practices are more likely to achieve higher employee satisfaction, stronger organizational commitment, and improved institutional performance.

## 5. Conclusion

This study examined the effect of transformational leadership style and communication on employee job satisfaction at the Regional Personnel Agency (BKD) of Bima District. The findings demonstrate that both transformational leadership and communication play a significant role in shaping employee job satisfaction within public sector organizations. The study confirms that effective leadership practices and clear organizational communication are essential factors in creating a positive work environment that supports employee well-being, motivation, and organizational effectiveness. Through empirical analysis using multiple regression techniques, the study successfully achieved its research objectives and provided evidence regarding the importance of leadership and communication in improving employee attitudes toward work.

### 5.1 Summary of Key Findings

The empirical findings indicate that transformational leadership has a positive and significant effect on employee job satisfaction at BKD Bima District. Leaders who demonstrate inspirational motivation, individualized consideration, intellectual stimulation, and idealized

influence are able to create a supportive working atmosphere that enhances employee satisfaction. Employees tend to feel more valued, motivated, and committed when leaders actively encourage participation, provide direction, and recognize employee contributions.

The study also found that communication has a positive and significant influence on employee job satisfaction. Effective communication within the organization facilitates better coordination, minimizes misunderstandings, and strengthens interpersonal relationships among employees and supervisors. Employees who receive clear, timely, and transparent information are more likely to experience satisfaction in performing their duties and responsibilities.

Furthermore, the simultaneous testing results reveal that transformational leadership and communication jointly influence employee job satisfaction significantly. The coefficient of determination shows that both variables explain 64.6% of the variation in employee job satisfaction, indicating that leadership and communication are major determinants of employee satisfaction within the organization. The findings suggest that improving both leadership quality and communication effectiveness can substantially enhance employee morale and organizational performance.

## 5.2 Theoretical Contributions

This study contributes to the development of human resource management and organizational behavior literature, particularly in the context of public sector institutions in Indonesia. The findings strengthen transformational leadership theory proposed by Burns and Bass, which emphasizes the importance of inspirational leadership behaviors in motivating employees and improving workplace outcomes. The results confirm that transformational leadership remains highly relevant in government institutions where employee satisfaction is critical for organizational effectiveness and public service quality.

In addition, this study enriches communication theory within organizational settings by demonstrating that communication effectiveness is not only a managerial tool but also a strategic factor influencing employee psychological well-being and satisfaction. The study integrates

leadership and communication variables into a single framework, showing that both factors complement each other in shaping employee attitudes toward work.

Another important theoretical contribution lies in the contextualization of transformational leadership and communication within regional government institutions. Previous studies have largely focused on private organizations, while limited research has examined these variables in local public sector agencies. Therefore, this study fills an empirical gap by providing evidence from the Regional Personnel Agency of Bima District and contributes to the broader discussion regarding employee management practices in developing countries.

## 5.3 Practical and Policy Implications

The findings of this study provide several practical implications for organizational leaders and policymakers. First, leaders within government institutions should strengthen transformational leadership practices by improving their ability to inspire, motivate, and support employees. Leadership training programs focusing on communication skills, emotional intelligence, employee development, and participative leadership should be implemented regularly to improve managerial effectiveness.

Second, organizational communication systems need to be improved to ensure transparency, clarity, and consistency in information dissemination. Management should establish effective communication channels that allow employees to express ideas, provide feedback, and participate in organizational decision-making processes. Open communication can reduce workplace misunderstandings and increase trust between employees and supervisors.

Third, policymakers in public institutions should recognize employee job satisfaction as an important factor influencing organizational productivity and service quality. Developing policies that encourage supportive leadership, collaborative work culture, and employee engagement can contribute to higher organizational performance. The study also suggests that improving human resource management practices in regional government institutions can strengthen employee

commitment and improve the delivery of public services to the community.

#### 5.4 Limitations of the Study

Despite providing valuable findings, this study has several limitations that should be acknowledged. First, the research was conducted only at the Regional Personnel Agency (BKD) of Bima District, which limits the generalizability of the findings to other public institutions or regions with different organizational cultures and administrative systems. Therefore, the results may not fully represent conditions in other governmental organizations.

Second, the study focused only on two independent variables, namely transformational leadership and communication, while employee job satisfaction may also be influenced by other factors such as compensation, work environment, organizational culture, career development opportunities, and work-life balance. Consequently, the explanatory power of the model remains limited despite showing a relatively strong coefficient of determination.

Third, the study used a quantitative cross-sectional design based on questionnaire responses collected at a single point in time. Such an approach may not fully capture changes in employee perceptions over time. In addition, self-reported data may contain response bias, as respondents may provide socially desirable answers rather than reflecting their actual experiences and opinions.

#### 5.5 Directions for Future Research

Future research is recommended to expand the scope of analysis by involving larger samples and different organizational settings, including other government agencies and private sector institutions. Comparative studies across regions or sectors may provide broader insights into how transformational leadership and communication influence employee job satisfaction in various contexts.

Further studies should also incorporate additional variables such as organizational culture, work motivation, compensation, employee engagement, and work environment to develop a more comprehensive model of employee job satisfaction. Including mediating or moderating variables may help explain the mechanisms through

which leadership and communication affect employee outcomes.

Moreover, future researchers are encouraged to apply mixed-method or longitudinal approaches to obtain deeper and more comprehensive findings. Qualitative interviews or case studies may provide richer insights into employee experiences and organizational dynamics that cannot be fully captured through quantitative surveys alone. Longitudinal studies may also help identify changes in employee satisfaction over time and evaluate the long-term impact of leadership and communication practices within public organizations.

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